United Nations Development Programme



THE REPUBLIC OF UGANDA

Ministry of Agriculture, Animal industry and Fisheries







PROJECT DOCUMENT

KARAMOJA GREENBELTS' WOMEN-LED LARGE-SCALE FARMING OF CEREALS, LEGUMES AND OILSEED

'Karamoja-feeds-Karamoja'

Project Title: Karamoja Greenbelts' Women-Led Large-Scale Farming of Cereals, Legumes and Oilseed

Project Number: ……

Implementing Partner: United Nations Development Programme (UNDP)

Responsible Parties: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Local Government (MoLG), Ministry of Trade, Industry and Cooperatives (MTIC), Ministry of Water and Environment (MWE), Ministry of Finance, Planning and Economic Development (MFPED), Ministy of Energy and Mineral Development (MEMD), Office of the Prime Minister (Karamoja Affaris), Karamoja District Local Governments (Amudat, Nakapiripirt, Napak, Abim, Kotido, Kabong, Karenga, Moroto and Nabilitaku), National Agricultural Research Organisation (NARO), Intenational Institute for Rural Reconstruction (IIRR) and other Civil Society Organisations including Community Trusts; Private Sector Organisations and UN Agencies.

Start Date: 1st March 2023 **End Date:** 31st August 2024 **PAC Meeting date:**…….

Brief Description
The Karamoja sub-region in Uganda is a semi-arid zone, located in the furthest north-eastern part of Uganda. It borders Kenya to the east and north-east and South Sudan to the north and covers around 27,000 km2 (which is about 10% of the area of the country). The sub-region comprises of nine districts, namely: Abim, Amudat, Kaabong, Karenga, Kotido, Moroto, Nabilatuk, Nakapiripirit and Napak; and the two municipalities of Moroto and Kotido. It has a population of about 1.4m and is one of the poorest regions in Uganda, with the highest multi-dimensional poverty rates. According to the Uganda Bureau of Statistics (UBOS), the proportion of the population in Karamoja living in poverty increased from 60.8 percent in 2016/17 to 65.7 percent in 2019/20, compared to the national average of 20.3 percent. Furthermore, an estimated 84 percent of children in Karamoja face multi-dimensional poverty. Over the years Karamoja has experienced multiple shocks and stresses especially cycles of water, food insecurity and malnutrition, resulting in loss of lives and livelihoods. These shocks, challenges and stresses include; a) acute food shortages, with about 30% of the population facing high levels of acute food insecurity; b) acute malnutrition prevalence (10.7%); c) high levels of women and youth unemployment, which is fuels crime, conflict, and insecurity; d) recurrent climate-related shocks, e) pests, vectors and diseases which are strong drivers of low crop and livestock production; f) environmental degradation g) increasing weather/climatic variability – especially prolonged droughts which affect household crop harvest and result in food insecurity, h) reduced availability of pasture leading to reductions in milk output, and loss of livestock; i) floods that lead to destruction of crops in fields and increased livestock deaths; j) increased temperatures that lead to livestock deaths and losses of crops k) deforestation/tree cutting reducing the availability of fruits; l) fuel wood shortage which affect women's ability to cook certain foods, for example high protein beans; m) limited access to food which is attributed to low purchasing power and incomes, n) lack of access to markets. o) weak agricultural extension support, p) poor soil fertility, soil moisture deficits, and decreased soil productivity; q) rudimentary agriculture practices; r) lack of improved seeds and tools, s) absence of water, t) transportation challenges to markets; and u) inefficient crop drying and storage practices.

This project will support the Government of Uganda to sustainably address the chronic food insecurity in the Karamoja region by empowering women and youth through agro-industry. In particular, the project will promote women-led large-scale commercial farming of staple cereals, oilseed, legumes, poultry, piggery, and other viable livestock enterprises in order to boost nutrition, production, and incomes in the Karamoja region. The project will work with selected communities in the Karamoja Greenbelts to strengthen food production systems and value chains; and will contribute to i) the transformation of agricultural production, ii) diversification of economic opportunities for improved livelihoods and iii) enhanced resilience of Karamoja. The project aims to leverage South-South Cooperation to experiment best practices for large-scale commercial farming as an ntegrated and self-sustaining strategy for food security, value chains development, women economic empowerment, poverty reduction, resilience, and peace building in Karamoja. As a result of this intervention, nine (9) women-led large scale commercial farms for staple cereals, oilseed, and legumes will be established (in the initial year of the project), including support to selected households on small scale production of poultry and piggery; food production systems and value chains for those products will also be established to facilitate value addition and marketing so as to boost production, incomes and better nutrition in the Karamoja region. The long term impact of the project is to transform agricultural production, diversify economic opportunities for livelihoods and enhance the resilience of Karamoja.

The project is a joint initiative of the United Nations Development Programme (UNDP), the Government of South Africa through the "India, Brazil, South Africa (IBSA) Trilateral South- South Cooperation Fund", and the Ministry of Agriculture, Animal Industry and Fisheries of the Government of Uganda. The Government of South Africa specifically – US $ 1m) and UNDP (US $ 0.3m) are providing the total seed funding of US $ 1.3m for this project to rapidly generate lessons (within 12-18 months) for scaling-up of women-led large scale farming in Karamoja's Greenbelts. The lessons from this pilot project will promote South-South cooperation (especially the IBSA Fund) as catalytic and transformative financing for sustainable development.

This project supports Government's strategy for Karamoja, the third Karamoja Integrated Development Plan (KIDP3) 2021/22 to 2025/26, and the overriding goal of the third National Development Plan (NDP III) to increase household incomes and wellbeing. The project contributes to the effective implementation of NDP III's Agro-Industrialisation Programme Implementation Action Plan (PIAP), as well as the Community Mobilisaiton, Private Sector Development, and Regional Development Programme Implementation Action Plans (PIAPs).

Contributing Outcome (UNSDCF[1], CPD, RPD):

- **Outcome 2.1:** By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources.
- **Outcome 2.2.** By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks.
- **Outcome 3.2.** By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment.

Indicative Output(s) with gender marker[2]:

- **Output 2.1.1.** Capacities of targeted MDAs in agriculture, tourism and mining sectors are enhanced to develop and implement inclusive policies and strategies that increase productivity, improve competitiveness and facilitate market access for micro, small and medium enterprises (MSMEs). **GEN 2**
- **Output 2.1.2.** Public/private sector and MSMEs in targeted value chains (agriculture, tourism, mining, industry and energy) have increased capacity and access to productive assets and markets; and engage in green and inclusive businesses for livelihood and job creation. **GEN 3**
- **Output 2.1.4 .** Capacities of men and women , particularly youth and marginalized groups , enhanced to access and benefit from innovative technologies, natural and productive resources for expanded livelihoods, decent work and employment opportunities in formal and informal sectors. **GEN 3**
- **Output 2.2.1.** Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems. **GEN 2**
- **Output 2:2.2.** Enhanced capacities of institutions and communities at national and subnational levels to mitigate and adapt to climate change and disaster risks. **GEN 2**

[1] United Nations Sustainable Development Cooperation Framework (UNSDCF)

[2] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

- **Output 2.2.3.** Increased and equitable access to and use of modern, renewable and affordable energy sources and services. **GEN 2**

Total resources required (for 2023):		**US $ 1,300,000**
Total resources allocated:	**UNDP TRAC:**	US $ 300,000
	Donor: Government of South Africa, through the IBSA Fund	US $ 1,000,000
	Government:	TBD
	In-Kind:	
Unfunded		**NB: Cost of scale up in 2024 – 2026 is to be determined based on lessons from this 1 year pilot and the partnerships established.**

Agreed by (signatures):

Government: Ministry of Finance, Planning and Economic Development

……
Hon. Matia Kasaija
Minister of Finance, Planning and Economic Development

Date: ……

South African High Commissioner to Uganda

……
Ambassador Lulu Xingwana
African High Commissioner to Uganda

Date: ……

United Nations Coordinator's Office Uganda (UN RC)

……
Ms. Susan Ngongi Namondo
United Nations Resident Coordinator in Uganda

Date: ……

Unitted Nations Development Programme (UNDP) Uganda

……
Ms. Elsie G. Attafuah
Resident Representative, UNDP

Date: ……

Responsible Party: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)

……
Maj. Gen. David Kyomukama Kasura
Permanent Secretary, MAAIF

Date: ……

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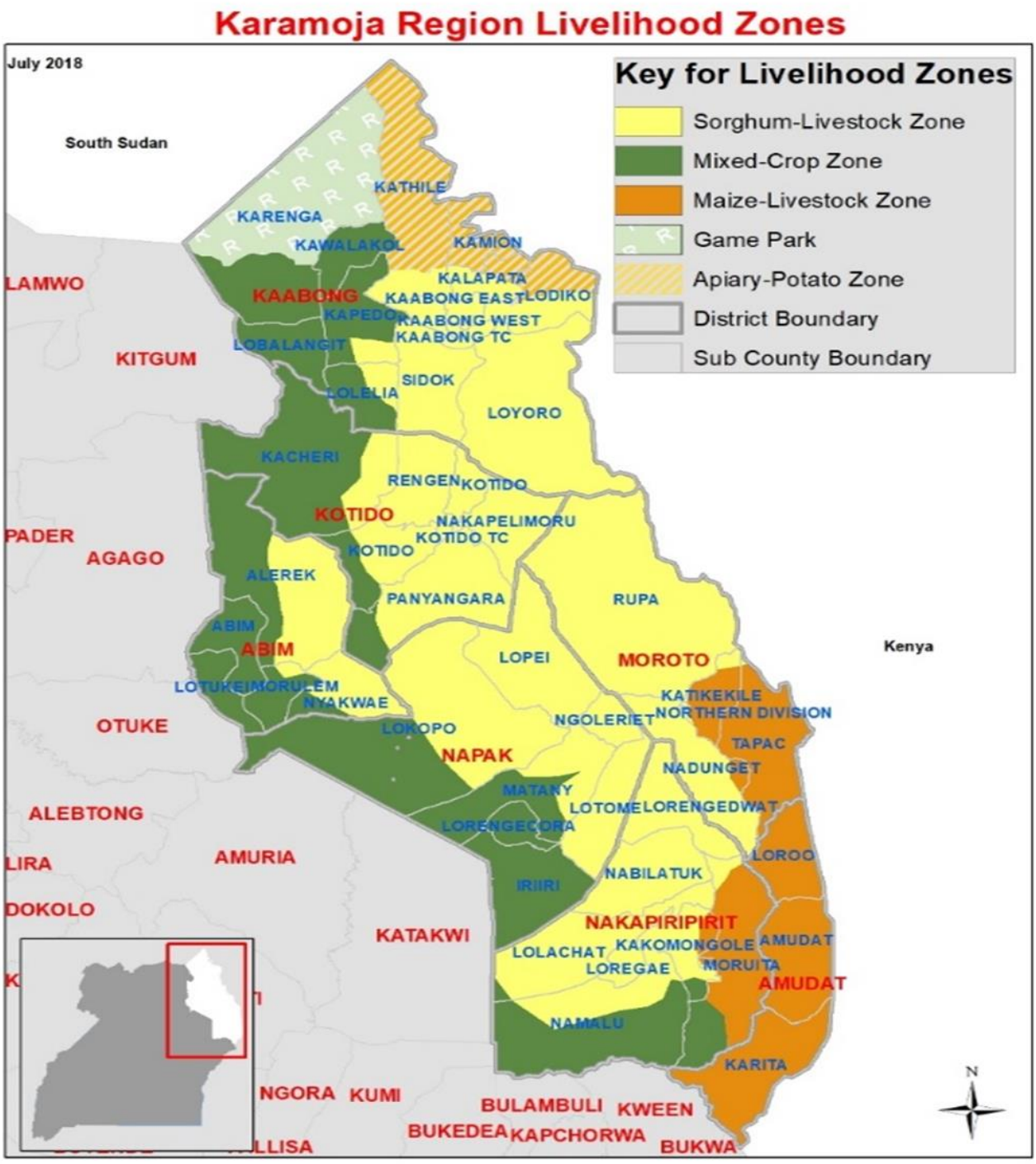
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Map of Uganda showing zones of production and livelihoods in Karamoja Sub-region and its Nine Districts (Amudat, Nakapiripirt, Napak, Abim, Kotido, Kabong, Karenga, Moroto and Nabilitaku)

I. DEVELOPMENT CHALLENGE

The Karamoja sub-region in Uganda is a semi-arid zone, located in the furthest north-eastern part of Uganda between 1°30–4°N and 33°30–35°E. It borders Kenya to the east and north-east and South Sudan to the north, and covers around 27,000 km^2 (10% of the country). The sub-region includes nine districts, namely: Abim, Amudat, Kaabong, Karenga, Kotido, Moroto, Nabilatuk, Nakapiripirit and Napak; and the two municipalities of Moroto and Kotido. The people of Karamoja, collectively termed the Karamojong, are comprised of eleven different ethnic groups; several with largely similar dialects and a few that are quite distinct. The larger ethnic groups include the Matheniko, Pian and Bokora (which together are known as the Karimojong), as well as the Jie and the Dodoth. The Pokot are part of the Kalenjin ethnic group. The smaller groups include the Tepeth, Kadam, Nyakwae, Ik (Teuso), Napore and Ethur.

Karamoja, with a population of about 1.4m is one of the poorest regions in Uganda and has the highest multi-dimensional poverty rates. The Uganda Bureau of Statistics (UBOS) reported an increase in the proportion of the population in Karamoja living in poverty from 60.8 percent in 2016/17 to 65.7 percent in 2019/20,. compared to the national average of 20.3 percent. In addition, an estimated 84 percent of children in Karamoja face multi-dimensional poverty. Over the years Karamoja has experienced multiple shocks and stresses especially cycles of water and food insecurity and malnutrition, resulting in loss of lives and livelihoods. Karamoja suffers acute food shortages. An analysis by Integrated Food Security Phase Classification (IPC) indicates that more than half of the population in Moroto District (one of the nine districts in the region) goes without any food for an entire day and night for at least three days a month. According to IPC, 518,000 people (over 40 percent of the population) in the Karamoja Sub-region are facing high levels of food insecurity. This is up from 361,000 people (30 percent) in 2021. Anecdotal evidence indicates that over 900 Karimojong, mainly children and elderly, have succumbed to hunger-related diseases since February 2022.

According to the Food Security and Nutrition Assessment (FSNA) of 2021, the region has about 30% of the population facing high levels of acute food insecurity. Acute malnutrition prevalence in the Karamoja region is 10.7%, with Kaabong (18.6%) and Moroto (14.2%) being most affected. The rate of children being underweight in the region, mostly because of inadequacy in food quantity and quality is 29.1%, with Kaabong (37.8%), Kotido (34%), Moroto (32.4%) and Karenga (32.8%) having the highest proportion of under-fives that are underweight. Women and Youth unemployment levels are high which is fuelling crime, conflict and insecurity typified by protracted cattle raiding, political violence, land-related violence, and criminal violence.

According to the Integrated Food Security Phase Classification (IPC) report issued by UN OCHA in July 2022) out of the nine districts in the Karamoja region, three districts (Amudat, Karenga, Nakapiripirit) were classified in IPC Phase 2 (Stressed) whereas the other six districts (Abim, Kaabong, Kotido, Moroto, Nabilatuk and Napak) have been classified in IPC Phase 3 (Crisis). Overall, the region has about 30% of the population facing high levels of acute food insecurity (IPC Phase 3 and above). In terms of magnitude, the districts with the highest populations in IPC Phase 3 (Crisis) or above are Kotido (94,900), Kaabong (51,500), Napak (56,300) and Moroto (42,400). In terms of severity, the districts with the highest percentage in IPC Phase 3 (Crisis) or above are Kotido (45%), Kaabong (40%), Moroto (35%), Nabilatuk (35%) and Napak (35%); while Kaabong, Kotido, Moroto and Nabilatuk all have 10% in IPC Phase 4 (Emergency) . Karamoja region has had ongoing average to below-average food and livestock production over the last two consecutive years causing widespread food insecurity. The hunger crisis that hit the region in 2022 was attributed to protracted climate changes leading to below the average food crop harvest in 2021, combined with a dry spell in December 2021-March 2022, gaps in food preservation practices and tools, and loss of livestock due to cattle raids and insecurity in the region.

Recurrent climate-related shocks, pests/vectors and diseases are strong drivers of low crop and livestock production. Two years of crop failure (2020 and 2021) have resulted into heighted food insecurity characterized by lack of food, limited food access, high negative coping and exhaustion of food stocks including seed stock. As a result, food insecurity has deteriorated over the past three years from 29 percent in 2020 to 56 percent in 2022. The Global Acute Malnutrition (GAM) prevalence in the Karamoja region stands at 13.1 percent. Available data show no long-term improvement in the nutrition status of children under 5 in the last eight years. Since then, the GAM rates have moved upwards, having increased to 10.7 percent in 2021 and then 13.1 percent in 2022. Underweight in the region, mostly because of inadequacy in food quantity and quality, is 32.1 percent, an increase from 29.1 percent recorded in 2021, with Kaabong (41.6 percent and 37.8 percent in 2021), Kotido (41.5 percent and 34 percent in 2021), and Moroto (42.7 percent and 32.4 percent in 2021) having the highest proportion of children under the age of five that are underweight.

Food insecurity in Karamoja is caused by multiple and closely related factors: These include environmental degradation and increasing weather / climatic variability – especially -prolonged drought and water scarcity that affect household

crop harvests; availability of pasture leading to reductions in milk output, loss of livestock; floods that lead to destruction of crops in fields and increased livestock deaths; increased temperatures leading to livestock deaths and increased losses of crops post-harvest; increasing land degradation and soil erosion affects forage (availability with implications on livestock production) and crop yields; deforestation / tree cutting reducing the availability of fruits; and fuel wood shortage; affects women's ability to cook certain foods, for example high protein beans.

Limited access to food is also attributed to low purchasing power and incomes, and lack of access to markets. Access to food is low and over 30% of the households incur debt to purchase food. Food availability associated with inadequate food production because of drought/low rainfall, inadequate agricultural inputs, pests, and diseases and diminishing livestock productivity, and in some cases, losses of crops due to floods. The weak Agricultural Extension Support, especially limited access to agricultural inputs, storage, and extension services to mitigate crop and livestock diseases and pests, reducing crop and livestock production; limitations in agricultural marketing; limitations in appropriate and cost-effective irrigation technologies (e.g., rainwater harvesting). The lack of financing, especially access to credit or savings for commercial non-traditional enterprises by women and youth.

Climate change and environmental degradation which has exacerbated the underlying economic challenges while triggering tensions and new conflicts over essential water, land, and food resources in Karamoja region. The rain patterns have changed so drastically, and farmers are less able to depend on historic weather patterns when determining when to plant and harvest crops. The changes have also led to infestation of parasitic pests, the most recent invasion being of locusts (2020/2021) and foot and mouth disease (2021), both of which have caused loss of crop and animals. Seasonal agricultural production performance with several episodes of prolonged dry spells that occurred in 2021 leading to below average crop yield across the region and caused total crop failure in several sub-counties. There were very short rains that prompted planting, almost immediately followed by severe dry spells that caused drying of all the crops. Some crop such as maize, beans, groundnuts, vegetables, and sorghum could probably have yielded if there was water available for irrigation. Further, the dry spells led to reduced pasture and water for livestock and thereby led to high reduction in livestock production (milk and meat) across all livestock-dependent households. Animal production could have been maintained if water for livestock consumption could be available.

The rains and flash floods of July and August 2021 increased malaria and water borne diseases incidences in a number of districts, causing several households to spend more time and other resources on treating the sick with lesser time being spent on food production activities. In addition, a range of crop pests and diseases that included maize streak, bacterial wilt, sorghum smut, tomato blight, bean fly and Fall Army Worm affected crop production in the region, while a number of vectors and diseases that included Anaplasmosis, Heartwater, Contagious Bovine Pleuropneumonia (CBPP), Contagious Caprine Pleuropneumonia (CPP), Peste des Petits Ruminants (PPR), East Coast Fever, Mange, Foot and Mouth Disease (FMD), Helminthiosis, Trypanosomiasis, New Castle Disease, and Bacillary White Diarrhoea affected livestock production. There was low access to vaccination and treatment. Proactive disease, pests and vector surveillance and management systems for both human, livestock and crops, coupled with Early warning weather-based systems, could guard the fragile ecosystem by triggering early action from both govt and its support systems. For example, massive vaccination of animals, in-or outdoor fumigation to kill human disease/pest infestations, massive spray against pest infestations without giving them space/time to spread could save some crops and livestock.

Poor soil fertility and soil moisture deficits are among some of the most critical challenges to agricultural productivity in this region. As soil continues to erode, farmers have fewer options and must seek out more and more marginal areas for production. In contrast to the mixed livestock/agriculture livelihoods of the past, agriculture is increasingly the primary form of livelihood in the region as household migration decreases and farming practices improve. Nevertheless, small plot sizes constrain production. Other constraints include rudimentary agriculture practices, lack of improved seeds and tools, decreased soil productivity, absence of water, transportation challenges to markets, and inefficient crop drying and storage practices.

Insecurity and organised cattle raids / thefts intensified since April 2021 leading to massive loss of livestock and isolated incidents of death among the population. The fragility of the situation limited households from accessing their farmland for fear of being killed and denied them the ability to access income for food purchase and safe grazing areas for their herds. There has been increased limit to free movement among the local population and traders from other districts with unprecedented negative impact on socio-economic activities. Food as a basic resource scarcity is contributing to conflict and insecurity. In this case, dealing with improved access to/availability of food for human consumption can be a major factor in reducing the conflict situation and allow for more movement, which could in turn be positive for improved food production and trade.

Given the below average production for the 2021 season, reliance on market access for food increased, yet household incomes neither increased nor remained constant because trade reduced generally with restricted movement. So, food and essential non-food items could not be acquired in adequate amounts. Moreover, fuel prices have increased causing the price tag on food items increase.

COVID-19 containment measures compounded the situation. Through 2021, some of the COVID-19 restrictive measures instituted by the government since March 2020, continued to affect households into 2021, with several still suffering the secondary effects of the COVID-19 pandemic, including loss of employment, loss of income generation and access to food.

Inspite of the significant development challenges, Karamoja is a land of great opportunities which this project is seeking to capitalise on to reverse some of the persistent challenges of hunger and vulnerability in Karamoja.

Karamoja is a vast territory of just over 27,000 km^2 with most of this land flat and arable with strong prospects for mechanised plantation agriculture. Karamoja is a predominantly nomadic pastrol region with significant opportunities for a transition to high productivity in animal husbandry practices for beef, diary and leather production. Most of the fertile lands of Karamoja are in the Greenbelt which receives high amounts of rainfail in the single short wet season.

Karamoja's approximately 2,800,000 ha of land is largely utilized – only 90,650ha was cropland in 2000, this expanded to 361,808 (12.92%) by 2011/12 representing a 300% increase in cropland area between 2000 and 2011/12. Karamoja's agro ecology is unique in Uganda, as it is the only semi-arid sub-region. Despite the vagaries of the agro ecology, the Karimojong have evolved a level of integrated crop farming and transhumance livestock production system. Table 1 below shows the major agricultural livelood zones of Karamoja.

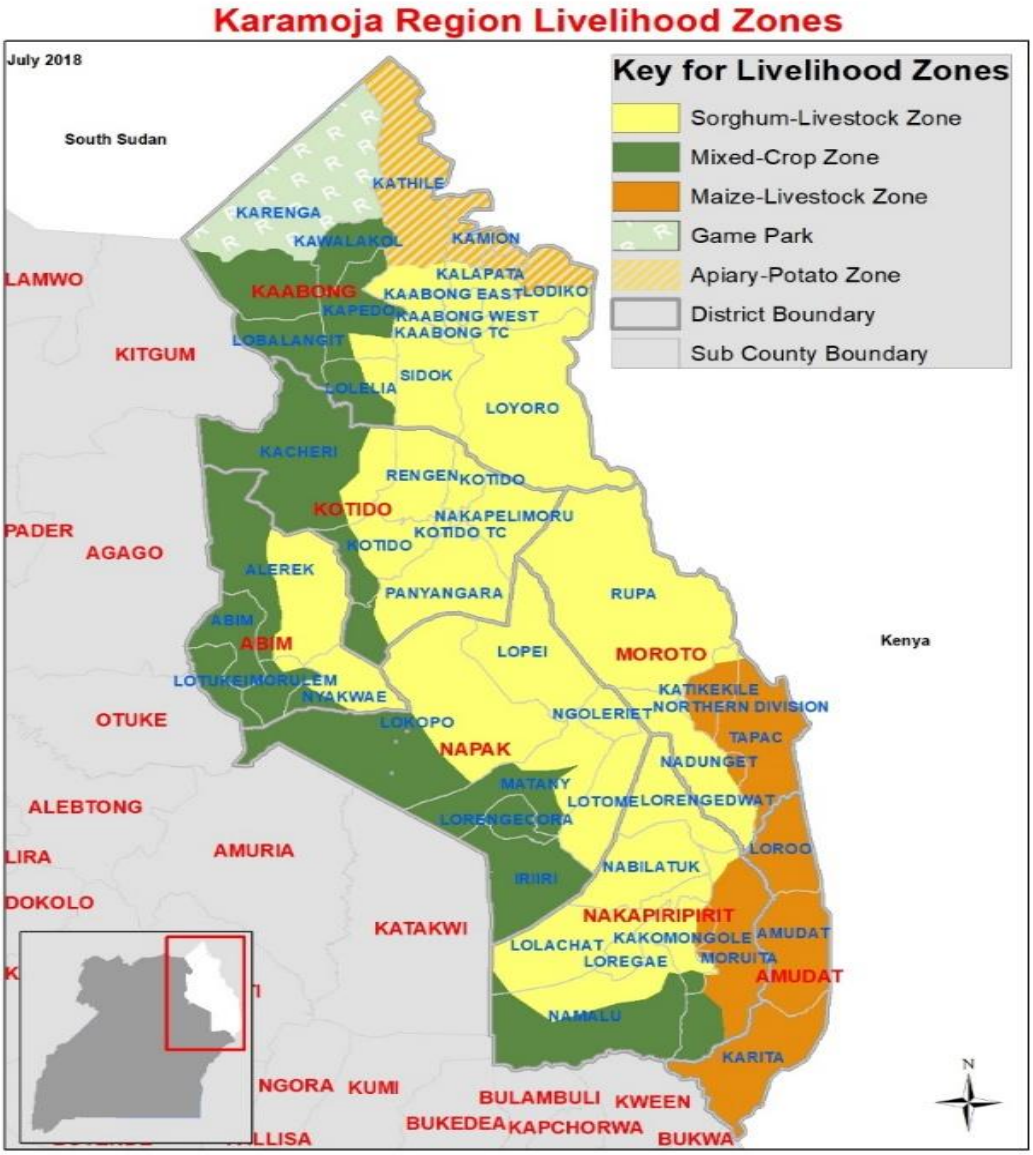


Figure 1: Map of Uganda showing zones of production and livelihoods in Karamoja Sub-region and its Nine Districts (Amudat, Nakapiripirt, Napak, Abim, Kotido, Kabong, Karenga, Moroto and Nabilitaku)

In addition to the untapped largescale crop production potential for oil seed, cereals, legumes, and other highvalue crops, including naturally occurring trees and plants such different species of aloes of high quality that can be used in medicinal and herbal industries, as well as two species of gum Arabica namely acacia seyal and acacia Senegal. Furthermore, unlike the rest of Uganda, rainfall in Karamoja is mono-modal and characteristically falls from late February to September with an April–May peak followed by a June break. The rains return in July and continue through to early November with annual rainfall ranging from 300–1,200 mm. Karamoja is also host to more than 50 economic minerals including gold, silver, copper, iron, gemstones, limestone and marble. Approximately 17,000 km^2 or 62% of the total land area of Karamoja has been licensed for mineral exploration and exploitation (Kabiswa, 2014). Karamoja enjoys significant unexploited renewable energy production resources such as abundant sunshine and strong winds that can be used to generate both solar and wind energy respectively. Tourism is one of the fast growing industries in Karamoja with Kidepo National Park becoming one of the tourist destinations in Uganda.

Through the implementation of the Karamoja Integrated Development Plans (KIDP) Government has strengthened its coordination role in the region, and the implementation of several development interventions both by government, development partners and the private sector are on the increase to take advantage of the enabling environment – notably, road infrastructure, water for production infrastructure, energy, telecommunications, law and order, administrative infrastructure, and regional peace mechanism. Inspite of challenges of cattle rustling and criminality driven by illicit flows across the porous borders with South Sudan, Kenya and the nearby Ethiopia, Karamoja is ready for investment and indeed significant investments in minerals, commercial agriculture, and tourism are emerging and taking root in Karamoja.

The objective of this project is to therefore support government effort to sustainably respond to chronic food insecurity in the Karamoja region by harnessing the agricultural potentional of the region to empowering women and youth, reduce poverty and inequality and help build a resilient Karamoja. The Project is aligned to Government's strategy for Karamoja which is articulated in the third Karamoja Integrated Development Plan (KIDP3) 2021/22 to 2025/26 and the over goal of the third National Development Plan (NDP III) to increase household incomes and wellbeing. The project advances objectives of the NDP III Agro-Industrialisation Programme Implementation Action Plan (PIAP) as well as the Community Mobilisaiton, Private Sector Development, and Regional Development Programme Implementation Action Plans (PIAPs). The project contributes to these national strategic frameworks through Women-led Large-scale commercial farming of staple cereals (Sorghum/Bulrush millet/Bulrush millet and Maize); Oilseed and Legumes (Sunflower, Beans (Tepary white beans), Soybeans and Pigeon Peas/Black eyed peas); and Poultry /Piggery farming for nutrition and incomes. The project will also strengthen food production systems and value chains working with selected communities in the Karamoja Greenbelts. The long term impact of the projects is to diversify economic opportunities for livelihoods and enhance the resilience of Karamoja.

II. STRATEGY

The strategy is **focusing on the mainstays of Uganda's economy – the agricultural sector, especially small holder farming, the private sector, largely the micro, small and medium enterprises** which play a dominant role in the creation of wealth and the generation of the majority of jobs for the population. The project is **targeting women and the communities in which they live** for empowerment to **enable harnessing of the extensive Karamoja Greenbelts**[3], largely flat plains of large tracts of fertile arable land, to impactfully engage in large scale agricultural production for food security, value addition and agro-industry. This is geared towards **expanding and diversifying the rural economy of Karamoja to speed up Uganda's socio-economic tansformation**, particularly in terms of increased agricultural production and productivity, food security, decent jobs and incomes for women and youth, improved livelihoods, reduced inequality and unemployment, growth of agro-industry and enhanced participation of Uganda in the African and Global markets for agricultural commodities.

In the targeting of beneficiaries for the nucleus farms, the project will adopt a combination of the **Lead Farmer Model**[4] and **build on existing women groups, association, community trusts, Village Saving and Loan Associations, primary societies, produce cooperatives, or past or ongoing government projects such as the Settlement Based Initiative (SBI)** under the Northern Uganda Social Action Fund (NUSAF).

Theory of Change

IF **(1)** Women and youth in Karamoja subregion are (a) mobilized, sensitized, trained and organized into groups, associations, primary societies and cooperatives (starting with one group for each of the nine Karamoja districts); (b) given access to large blocks of agricultural land in the Karamoja's Greenbelt ranging from 30 to 100+ acres; (c) supported with major inputs to open up the land and commence large-scale commercial farming of staple cereals (Sorghum/Bulrush millet/Bulrush millet and Maize); Oilseed and Legumes (Sunflower, Beans (Tepary white beans), Soybeans and Pigeon Peas/Black eyed peas); and Poultry /Piggery/other viable livestock enterprises; (d) equipped with light technology for processing, and onfirm bulking/storage facilities; and (e) linked to the private sector to market primary products and processed products;

IF **(2)** the private sector and cooperativs in Karamoja are engaged to (a) foster inclusive business practices to promote women farmers in Karamoja; (b) invest in logictics and agro-processing;

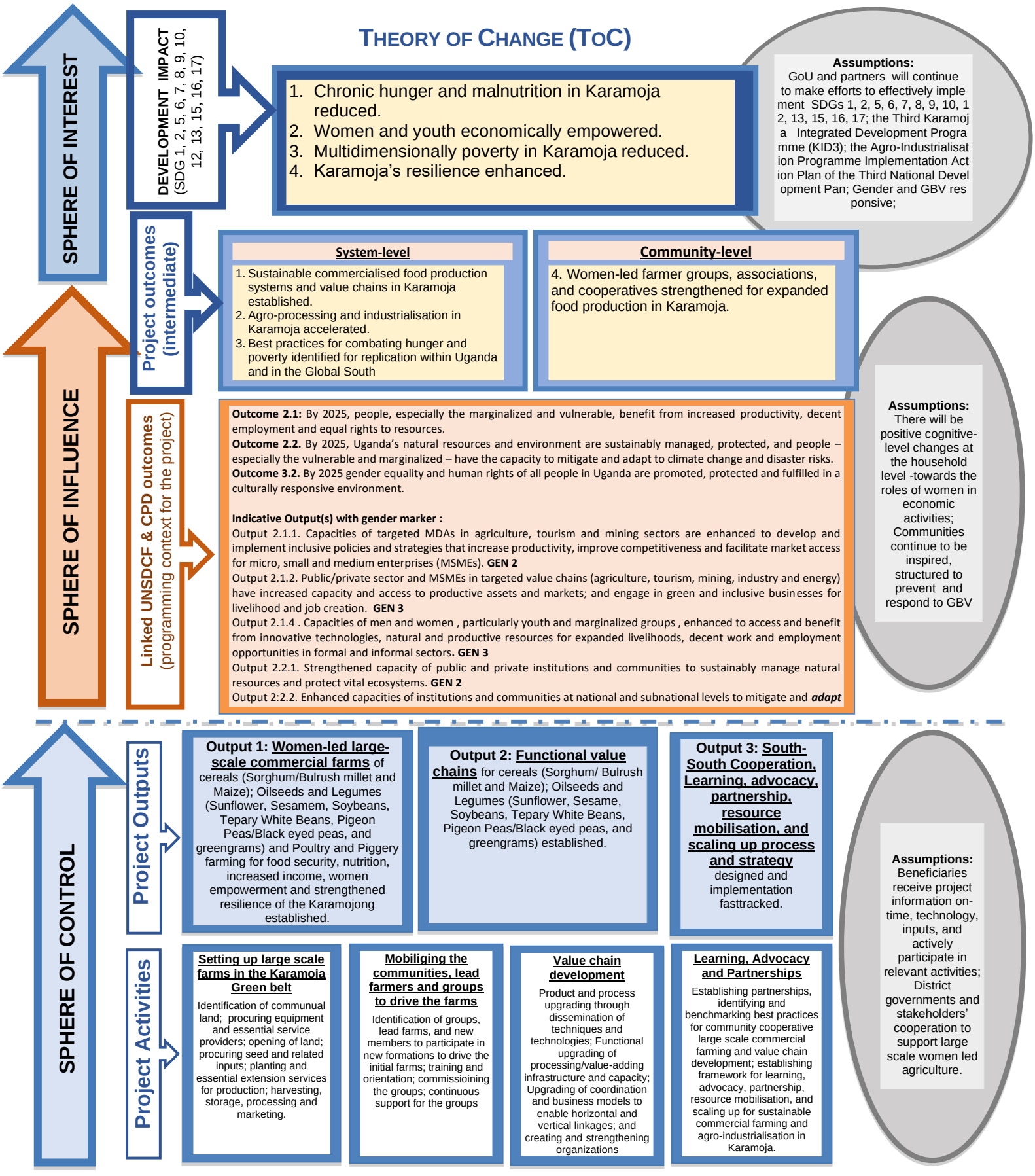
IF **(3)** the Government, development partners, private sector and the community (a) document and share best practices drawn from within Uganda and from other countries through South-South Cooperation; (b) link this project to existing infrastructure and agricultural/livelihood projects in Karamoja;

THEN **(4)** Karamoja will significantly raise the level of food production; strengthen food production systems and value chains; reduce hunger; boost food security; create more jobs; increase incomes for the women, youth and communities, reduce poverty and inequality, transform the rural economy of Karamoja; enhance Uganda's agricultural output; increase agricultural exports; and build resilience, peace and security in Karamoja;

BECAUSE **(5)** Karamoja's most productive population, the women and youth, and the most productive and wetter landscapes in the Karamoja Greenbelt will be better utilized through community-driven large-scale, technology-enabled, experimental, and market-driven agribusiness and rural transformation approach; (6) Karamoja's youth, especially the boys and young men will be increasingly learning new skills in farming crops and effectively embracing commercial crop production including employment in value addition and trading in staple cereals (Sorghum/Bulrush millet/Bulrush millet and Maize); Oilseed and Legumes (Sunflower, Beans (Tepary white beans), Soybeans and Pigeon Peas/Black eyed peas); and Poultry /Piggery/other viable livestock enterprises.

NB: See Illustration of Theory of Change below.

[3] Lessons learnt from the Second Karamoja Integrated Development Programme (KIDP2) show that concentrating government efforts in areas where there is more opportunity for crops to succeed is far more beneficial than trying to ensure every household grows its own crops.
[4] A farmer that has some degree of innovation, depicts that he/she has capacity to learn quickly and implements, is an early adopter, and has capacity to mobilize and train others or allows them to learn from him/her.


THEORY OF CHANGE (ToC)
SPHERE OF INTEREST
DEVELOPMENT IMPACT (SDG 1, 2, 5, 6, 7, 8, 9, 10, 12, 13, 15, 16, 17)
1. Chronic hunger and malnutrition in Karamoja reduced.
2. Women and youth economically empowered.
3. Multidimensionally poverty in Karamoja reduced.
4. Karamoja's resilience enhanced.
Assumptions:
GoU and partners will continue to make efforts to effectively implement SDGs 1, 2, 5, 6, 7, 8, 9, 10, 12, 13, 15, 16, 17; the Third Karamoja Integrated Development Programme (KID3); the Agro-Industrialisation Programme Implementation Action Plan of the Third National Development Pan; Gender and GBV responsive;
SPHERE OF INFLUENCE
Project outcomes (intermediate)
System-level
1. Sustainable commercialised food production systems and value chains in Karamoja established.
2. Agro-processing and industrialisation in Karamoja accelerated.
3. Best practices for combating hunger and poverty identified for replication within Uganda and in the Global South
Community-level
4. Women-led farmer groups, associations, and cooperatives strengthened for expanded food production in Karamoja.
Linked UNSDCF & CPD outcomes (programming context for the project)
Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources.
Outcome 2.2. By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people – especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks.
Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment.
Indicative Output(s) with gender marker :
Output 2.1.1. Capacities of targeted MDAs in agriculture, tourism and mining sectors are enhanced to develop and implement inclusive policies and strategies that increase productivity, improve competitiveness and facilitate market access for micro, small and medium enterprises (MSMEs). GEN 2
Output 2.1.2. Public/private sector and MSMEs in targeted value chains (agriculture, tourism, mining, industry and energy) have increased capacity and access to productive assets and markets; and engage in green and inclusive businesses for livelihood and job creation. GEN 3
Output 2.1.4 . Capacities of men and women , particularly youth and marginalized groups , enhanced to access and benefit from innovative technologies, natural and productive resources for expanded livelihoods, decent work and employment opportunities in formal and informal sectors. GEN 3
Output 2.2.1. Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems. GEN 2
Output 2:2.2. Enhanced capacities of institutions and communities at national and subnational levels to mitigate and adapt
Assumptions:
There will be positive cognitive-level changes at the household level -towards the roles of women in economic activities; Communities continue to be inspired, structured to prevent and respond to GBV
SPHERE OF CONTROL
Project Outputs
Output 1: Women-led large-scale commercial farms of cereals (Sorghum/Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) and Poultry and Piggery farming for food security, nutrition, increased income, women empowerment and strengthened resilience of the Karamojong established.
Output 2: Functional value chains for cereals (Sorghum/ Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesame, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) established.
Output 3: South-South Cooperation, Learning, advocacy, partnership, resource mobilisation, and scaling up process and strategy designed and implementation fasttracked.
Project Activities
Setting up large scale farms in the Karamoja Green belt
Identification of communual land; procuring equipment and essential service providers; opening of land; procuring seed and related inputs; planting and essential extension services for production; harvesting, storage, processing and marketing.
Mobiliging the communities, lead farmers and groups to drive the farms
Identification of groups, lead farms, and new members to participate in new formations to drive the initial farms; training and orientation; commissioining the groups; continuous support for the groups
Value chain development
Product and process upgrading through dissemination of techniques and technologies; Functional upgrading of processing/value-adding infrastructure and capacity; Upgrading of coordination and business models to enable horizontal and vertical linkages; and creating and strengthening organizations
Learning, Advocacy and Partnerships
Establishing partnerships, identifying and benchmarking best practices for community cooperative large scale commercial farming and value chain development; establishing framework for learning, advocacy, partnership, resource mobilisation, and scaling up for sustainable commercial farming and agro-industrialisation in Karamoja.
Assumptions:
Beneficiaries receive project information on-time, technology, inputs, and actively participate in relevant activities; District governments and stakeholders' cooperation to support large scale women led agriculture.

The project strategy includes **leveraging South-South Cooperation to experiment on best practices for large-scale commercial farming** as an integrated and self-sustaining strategy for food security, value chains development, women economic empowerment, poverty reduction, resilience, and peace building in Karamoja. By design this proposal operates through South-South cooperation, technical assistance from the South being a key component. Uganda will benchmark best practices in large scale farming, and value chain development, sustainable food systems, and community cooperative models. The lessons from this pilot/experimental project in Uganda will inform scaling in Uganda and also influence intervention by other countries in the South that are facing challenges related with nomadic/pastoral communities. These may include countries such as Kenya, South Sudan, Ethiopia, and other similar communities in Africa. The lessons will also be applicatable for non-pastoral communities especially on building women-led large scale commercial agriculture through community cooperative models.

The project is **aligned to Government's strategy for Karamoja**, **the third Karamoja Integrated Development Plan (KIDP3) 2021/22 to 2025/26** that is aimed at building '***a secure, peaceful, inclusive, resilient and socio-economically transformed karamoja'***. This project directly contributes to KIDP3 programme area 2 on 'strengthening Karamojong Pastoral and Agro-Pastoral Livelihoods', where the KIDP3 is pursuing three outcomes, namely: (a) supporting the adoption of climate-smart crop production strategies and management practices; (b) supporting the enhancement of Karamojong livestock production and productivity and; (c) supporting the promotion of alternative sources of livelihoods to enhance the resilience of Karamojong households. The project will also enable other KIDP3 programme areas on promoting agro-industrialisation and manufacturing in Karamoja; investing in tourism, trade and co-operatives development in Karamoja; undertaking sustainable environment and natural resources management in karamoja, and strengtheing security, peace and governance in Karamoja.

The project will promote the KIDP3 strategy of **organising farmers into groups to enable access to free community land that is controlled by clans.** The project will work within the Local Government Development Plans for the selected districts to target the most in need and identify mechanism through which to include marginalised groups such as disadvantaged children, women, disabled and their families to directly and indirectly benefit from the Project.

The project strategy includes **leveraging Government's support to farmers in Karamoja** on: adoption commercialized farming, accessing high quality improved farm inputs including machinery for mechanization of farming, subsidized soil testing services in support of large-scale commercial farmers in the greenbelt areas of Karamoja, access to low interest long-term development financing for acquisition and establishment of farm infrastructure, acquisition of farm equipment and machinery for large scale farmers. This project will be **laying foundations to influence Government plans to undertake investment in large scale irrigation schemes in Karamoja** (e.g., around Lopei river) for supporting the establishment of large-scale commercial enterprises; and also **capitalise on Government's planned establishment of two large scale agricultural warehouses in North and South Karamoja** to operationalize the Warehouse Receipt System for food and income security.

This project is consistent with the Government's position that the long-term goal of transforming agriculture in Karamoja can best be achieved if its short-term objectives target enhancement of food and nutrition security for everyone in Karamoja, which is a pre-condition for improving the livelihoods of most of the ordinary population in Karamoja. Government strategy in anchored on the focus on **promoting systems of production that target, in the words of President Museveni: "production for the stomach as well as for the pocket".** In his clarion call seeking the socio-economic transformation of the country in general, and Karamoja in particular, President Yoweri Museveni has been at the forefront in making appeals for "everybody to join the money economy and get out of 'okukolera ekidda kyoonka (Bagwere), tic me yic keken (Luo), akoru lu akoik bon (Ateso)…" that is, "working for the stomach" or subsistence agriculture.

This project shall **leverage the government plans on water for irrigation of women farms** while aliging the choice of farms to be established to existing water reservoirs (For example, Parish water tanks that were established by the Presidential initiative to develop Karamoja and have since silted, so this project will identify such assets for de-silting and revitalization for use.

At the wider National Development level, **the project is aligned to the overall goal of NDP III to increase average household incomes and improve the quality of life of Ugandans**. In so doing this, the project will catalyse all the five strategic objectives of the NDP III that are aimed at accelerating growth of the economy, transforming the lives of the people, and strengthening the country's regional and international competitiveness. These objectives include: (i) Enhancing value addition in key growth opportunities; (ii) Strengthening the private sector capacity to drive growth and create jobs; (iii) Consolidating and increasing the stock and quality of productive infrastructure; (iv) Enhance the productivity and social wellbeing of the population; and (v) Strengthening the role of the state in guiding and facilitating

development. The project is focussed on being an instrument/enabler for the implementation of NDP III's Agro-Industrialisation Programme Implementation Action Plan (PIAP), as well as the Programme Implementation Action Plans (PIAPs) for Community Mobilisaiton, Private Sector Development, and Regional Development.

The project contributes to these national strategic frameworks through **mobilisation and engagement of Communities, Local Governments in Karamoja, and partners to unlock South-South knowledge and resources to catalyse women-led large-scale commercial farming** of staple cereals (Sorghum/Bulrush millet/Bulrush millet and Maize); Oilseed and Legumes (Sunflower, Beans (Tepary white beans), Soybeans and Pigeon Peas/Black eyed peas); and Poultry /Piggery/other viable livestock enterprises to boost nutrition, production and incomes.

An important lesson learnt from the implementation of the KIDP2 was a need for clarity with regards government approaches to increasing production in Karamoja. It was evident from the KIDP2 that government needs to adopt a **'Karamoja-feeds-Karamoja' Programme, whereby subsidies are extended to model farmers in green belt areas to support increased food production for off-setting food deficits in drier parts of Karamoja**. It was also evident that the government needs to partner with large grain buyers, like the World Food Programme (WFP) to procure grain from commercial farmers in Karamoja for supplying the School Meals Programme in the region. This initiative will provide a ready market for local farmers and will be an incentive for the private sector to invest in increasing food production in Karamoja. If farmers are adequately incentivized, production and productivity in Karamoja will increase rapidly.

To remove structural constraints to inclusive and integrated value chains, the project will adopt **a learning strategy that identifies and applies new and innovative approaches and solutions** – tapping into the tools and resources within the UNDP Accelerator Lab while building on the successes and lessons on best practice within Uganda and in other counties in the South.

The project will **leverage the role of the United Nations** System and is anchored on the three key outcomes of the United Nations Sustainable Development Cooperation Framework (UNSDCF) in Uganda 2020-2025 i.e.: Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources; Outcome 2.2: By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks; and Outcome 3.2: By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment.

The project is integrated within UNDP's Programmatic Offer to Uganda in the areas of Inclusive and Sustainable Growth; Nature, Climate, Energy and Resilience; Digitalisation, Innovation and Smart Cities; Governance and Peace Strenthening; and Youth 4Business Innovation and Entrepreneurship. In this respect, **the project aligns to existing resources, activites and results under UNDP Country Programme.** Praticularly, it is aligned to:

- Output 2.1.1. Capacities of targeted MDAs in agriculture, tourism and mining sectors are enhanced to develop and implement inclusive policies and strategies that increase productivity, improve competitiveness and facilitate market access for micro, small and medium enterprises (MSMEs);
- Output 2.1.2. Public/private sector and MSMEs in targeted value chains (agriculture, tourism, mining, industry and energy) have increased capacity and access to productive assets and markets; and engage in green and inclusive businesses for livelihood and job creation;
- Output 2.1.4 . Capacities of men and women , particularly youth and marginalized groups , enhanced to access and benefit from innovative technologies, natural and productive resources for expanded livelihoods, decent work and employment opportunities in formal and informal sectors;
- Output 2.2.1. Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems; and
- Output 2.2.3. Increased and equitable access to and use of modern, renewable and affordable energy sources and services.

The implementation of the project will build on an ongoing project by UNDP in Uganda, Food and Agricultural Organisation of the United Nations, (FAO) and the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) which is focused on food security and ecosystems resilience building for the Karamoja region in North-Eastern Uganda. The project is entitled **"Fostering Sustainability and Resilience for Food Security in the Karamoja Region (FSURE–Karamoja)".** This is an integrated multisectoral initiative focusing on rehabilitating ecosystem services through restoration of rangelands, agro-forestry, farmer managed-regeneration of forests, and sound pasture management, construction of six dams to harvest water for production and domestic use in six districts of Karamoja. It targets

smallholder farmers and is contributing to increasing the environmental sustainability and resilience of food production systems in the region by among others addressing the overreliance of agricultural production on rain-fed systems.

The project will increase production through **climate resilient production techniques,** and support efforts to **diversify production to increase income and reduce vulnerability to food insecurity**. Some emphasis will be placed on **rehabilitating ecosystem services through restoration, agro-forestry, natural regeneration, and sound pasture management.**

The project will employ **integrated natural resources management (INRM) and sustainable land management (SLM) practices.** This will strengthen soil health, improve access to drought-tolerant seeds, adjust planting periods and cropping portfolios and enhance on-farm agro-biodiversity, while implementing sustainable land management practices to minimize land degradation, rehabilitate degraded areas and ensure the optimal use of land resources for the benefit of the present and future generations. Within this pilot project, the INRM and SLM concepts will build technical capacity needed at the institutional level but also at the community level to sustainably manage land and promote a more productive landscape in Karamoja, through the Agro-pastoral / Farmer Field School Approach – APFS/FSS). Throughout the intervention sites, the project will seek to promote the identification, conservation and sustainable use of significant agro-biodiversity, focusing immediately on available species and varieties.

Value chain approach. The value chain approach aims at driving economic growth through poverty reduction by integrating all actors from input suppliers to end market and buyers, thus creating new opportunities for smallholder farmers to connect with private sector firms dealing products locally and regionally. Within this project, the value chain approach will be utilised not only for crop production systems, but also for market expansion and value chain expansion through the introduction of alternative income-generating activities, such as poultry, piggery and other enterprises will be explored including beekeeping with honey and wax making or Aloe vera processing of soap, ensuring smallholder farmers have a predictable all-season income. In all activities aiming to promote an increase in production, attention will be paid in developing linkages with the private sector and markets to ensure long-term economic viability of any increase in production. The value chain approach will also augment the circular economy model through including aspecs of mitigating wasteful production and full optimization of outputs from all production processes. This will harness business growth and job creation in the target communities.

Farmer-based extension (Agro-pastoral / Farmer Field School Approach – APFS/FSS). This project will use a farmer-based approach to complement the traditional extensions services. This will be done by using the "farmer-field school" methodology to promote the use of local (trained) facilitators to accelerate the dissemination of appropriate production practices. The aim of APFS/FFS approach is to provide capacity building and support smallholder farmers (males, females and youth), and rural communities in the adoption of resilient agricultural technologies and livelihoods practices. The APFS will provide a platform for validating and up-scaling of already identified crop, livestock and natural resources management practices/technologies in an integrated way and supporting diversified and resilient production systems and disaster risk reduction and preparedness as well as other measures farmers are interested in to promote sustainable agriculture, livelihood security and diversification.

The FFS approach is particularly valuable for integrating the learning about various topics in a local agro-ecosystem specific context, and for mobilising farmers and pastoralists in the dissemination of new technologies and practices across the FFS groups and networks. APFS are flexible in that they can respond to local demands or problems as they are identified. They are based on an "experiential learning cycle" (with a minimum duration of one and half years or more, during which farmers' groups are followed and supported on a weekly basis), where groups of farmers are encouraged to assemble at regular intervals to go through a pre-determined number of FFS sessions in the fields /grazing lands to identify a problem, consider different options for problem solving and implement the best option. The method of interaction is non-formal and based on field observations and group discussions, as well as simple experiments, drawings, models, fables and other tools. The experimental, learning-by-doing approach facilitates the adaptation of the technologies to local agro ecological contexts, including climate risks and production practices and the adoption by farmers in the wider area. Farmers participating in FFS gain organizational skills, knowledge and practical skills that carry over beyond the end of the project. Moreover, due to the comprehensive planning processes, they are able to define the critical broader challenges faced in their livelihoods, as well as strategies to mitigate the challenges. The FFS process is guided by a dual systematic problem –solution identification process that guides consequent actions, thus setting a solid base for sustainability. The APFS will thus be vital entry points for the upscaling of actions as well as reinforcing the watershed management approach defined below.

Watershed Management Approach. The increasing risk of droughts resulting from the changing rainfall patterns is putting at the risks the food and livelihood security of farming and pastoral communities in the target districts. In many areas the rainy season either start early or start late and generally have become of shorter duration and heavier than in previous years. The combination of these distortions have led to water deficits during planting time, and in some areas heavy rainfall are creating erosion and landslides, resulting in soil erosion and degradation of agricultural and pastoral lands in the watershed.

The most efficient way to improve resilience of the agro-ecosystems and the associated human vulnerabilities is to plan and implement natural resources management interventions on a whole catchment basis (ecosystem basis). A resilient ecosystem can increase the resilience of vulnerable communities as well as address the externalities associated with the applications and use of certain natural resources management (NRM) practices. The project will support the district local government to promote the use of watersheds as the basic unit for planning, implementing, monitoring and evaluation of natural resources management practices. A sound watershed management approach would provide the frame for harmonizing local economic development and environmental protection. It would also integrate social, cultural and institutional issues into natural resources protection and conservation in order to attain sustainable development and adaptive capacity to changing climate. The project will build upon existing experiences and outcomes of on-going and past Agro-Pastoral Field School interventions and pilot micro watershed initiatives in Karamoja, such as the ones conducted through the FAO and DFID project on Enhancing Resilience in Karamoja Programme (2015-2016). This will involve reviewing existing assessments, catchment and adaptation plans, technologies and replicating or expanding successful practices where possible.

This project will **prioritise the identification and building of strategic partnership, collaboration, learning and resource mobilisation to enable scaling and sustainability of the project**. To strengthen partnership engagement and knowledge management, the project will have robust monitoring, evaluation, documentation (knowledge management), communication, advocacy and learning strategies to facilitate continuos learning and innovation. The strategies will ensure that results are demonstrated and shared while at the same time ensuring consistent and meaningful engagement with stakeholders to enrich the knowledge and learning bases of the programme. The following are key partners to be engaged in project implementation: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Local Government (MoLG), Ministry of Trade, Industry and Cooperatives (MTIC), Ministry of Water and Environment (MWE), Ministry of Finance, Planning and Economic Development (MFPED), Ministy of Energy and Mineral Development (MEMD), Office of the Prime Minister (Karamoja Affaris), Karamoja District Local Governments (Amudat, Nakapiripirt, Napak, Abim, Kotido, Kabong, Karenga, Moroto and Nabilitaku), National Agricultural Research Organisation (NARO), Civil Society Organisations, Private Sector Organisations, UN Agencies and South-African Agricultural Research Centres.

III. RESULTS AND PARTNERSHIPS

Expected Results

Project Goals – Development Impact:

In the long term, the project targets **enhanced food, nutrition and income security of the people of Karamoja.** The project aims to **economically empower women, youth and their communities,** and as a result **significanly reduce the level of multi-dimensional poverty in Karamoja, especially among the Children.** This will mainly be driven by the project goal to **build women/community driven agricultural commodity value chains and strengthen agro-industry and marketing of Karamoja's agriculrual output for enhanced food security and resilience.** This development impact will be achieved through the following interlinked outcomes and targets.

Project Outcomes:

System Level Outcomes

(i) **Sustainable commercial farms and food production systems and value chains established in Karamoja.** The targets include: 9 Farms, at least 100 acres each, located within the green belts, one in each district. As the project expands, efforts shall be made to have a higher concentration of farms , in the western belt of Karamoja including Namalu, Iriiri, Abim, Karenga, and western parts of Kotido which are areas that receive above average rainfall that is evenly distributed. **NB:** For practical purpose, 2023 may be scaled back to target 3-5 initial farms depending on the time factor and resource considerations.

(ii) **Agro-processing and industrialisation in Karamoja accelerated**. The targets include: 7 value chains (At aleast 3 enterprises per farm), constituting stakeholders from 9 Communities, organized into at least 9 - 27 Groups and or Associations/ Primary societies/cooperatives with efficient and sustainable input supply, small scale scalabe storage, agro-processing and product marketing systems.

(iii) **Best practices for large scale community cooperative models for large scale commercial farming and value chain development identified for replication within Uganda and in the Global South.** The target includes: At least 5-10 best practices identified both locally and in the Global South, with at least 5-10 horizonal and vertical partnerships established to support various levels of the different value chains. 1 overaching framework for learning, advocacy, partnership, resource mobilisation, and scaling up strategies designed and rolled out to catalyse innovation for sustainable commercial farming and agro-industrialisation in Karamoja.

Community Level Outcomes

(iv) **Women-led farmer groups, associations, and cooperatives enabled for large scale commercial farming.** The target includes: at least 9 – 27 Communities, organized into 9 - 27 Groups and/or Associations/ Primary societies/cooperatives with efficient and sustainable input supply, small scale scalabe storage, agro-processing and product marketing systems.

Project Outputs and Activities:

The following outcomes are aligned to government objectives to increase investment in commercial agricultural production to enhance food and nutrition security in Karamoja, economically empower the communities especially women and the youth, improve livelihoods of most of the ordinary population in Karamoja, and sustainably reduce the incidence of absolute poverty in Karamoja.

Output 1: Women-led large-scale commercial farms of cereals (Sorghum/Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) and Poultry and Piggery farming for food security, nutrition, increased income, women empowerment and strengthened resilience of the Karamojong established.

<u>Key Activity 1.1:</u> Setting up large scale farms for oilseed, cereals and legumes in the Karamoja Green belt.

(i) Identification of communually owned land for the nine nucleus farms, one in each of the nine districts of Karamoja (establish formal partnership with OPM to leverage the Community owned blocks of unutilsied land under the Settlement Based Develoment Initiative of the completed Third Northern Uganda Social Action Fund (NUSAF 3).

(ii) Procurement/hire of equipment (tractors and accessories; farm implements and equipment including hoes, rakes, spraying cans; post-harvest handling equipment (e.g., tarpaulins, drying slabs and Purdue Improved Crop Storage (PICS) bags; storage and processing equipment; irrigiation equipment; transportation) for the target women farmer groups 9 communities (for the 9 pilot farms, 2023) to facilitate subsidised and timely land opening to make climate smart farming possible. (NB: this activity will be scaled up for medium term based on the lessons learnt).

(iii) Procurement and distribution to groups of women farmers certified seed for the selected varieties, of the prioritized cereals, legumes, and oilseed; and assorted inputs (pesticides, herbicides, and limited fertiliser).

(iv) Procuring and distributing appropriate commercial poultry and piggery stock for the women farmer groups.

(v) Procurement/establishing partnerships for essential service providers and trusts on accessing land for large scale farming from trusts, opening of land; soil testing services; procuring related inputs; planting and essential extension services for production; harvesting, storage, processing and marketing; and establishment of efficient and equitable distribution systems for farm inputs.

(vi) Leverage Government extension, parish development funding, mechanisation, irrigation, road and energy infrustrucure, and development financing through formal synergies to access tractor services, irrigatioin facilities, rural access road construction and maintence, and new water for production and processing facilities.

(vii) Establish onfarm low cost bulking facilities for storage and light processing.

<u>Key Activity 1.2:</u> Mobiliging and equipiing women, youth, and the wider community of existing groups, associations, primary societies and lead farmers to drive large scale farming of oilseed, cereals and legumes in the Karamoja greenbelt.

(i) Identification of existing **women and youth groups** under government initiatives such as NUSAF, PDM, etc, female and male lead farmers, and new members to participate in new formations to drive the initial farms.

(ii) **Training, orientation, commissioining the groups**, continuous support for the groups, ongoing group formation for new farms.

(iii) Supporting the **formation and formalization of farmer groups**, associations, community primary cooperative societies, and trusts.

(iv) Providing farmer groups with **information** on priority crops on largescale climate smart agronomic practices, extension services, farm inputs and opportunities for produce bulking and marketing.

(v) Supporting **small holder farmers (outgrowers)** to establish gardens (seeds, farm implements, subsidized land opening).

(vi) Supporting public and private sector actors to provide regular **agricultural extension services**; pest and disease diagnosis, management and control, and climate smart farming techniques.

<u>Output 2:</u> Functional value chains for cereals (Sorghum/ Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesame, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) established.

<u>Key Activity 2.1:</u> Building functional value chains for Karamoja's oilseed, cereals and legumes.

<u>Product and process upgrading through dissemination of techniques and technologies</u>

(i) Training agro-producers for selected enterprises (at least three per farm) in cereal, oilseed and legumes in techniques and technologies that allow production to comply with market requirements (volume of production, quality, certification, food safety, etc.).

(ii) Support the introduction of appropriate technologies/ equipment/ inputs introduced to allow production to comply with market requirements (quantity, quality, efficiency, food safety, nutrient preservation, bio-fortified seeds, etc.).

(iii) Sensitize and train the agro-producers in techniques for climate change adaptation.

<u>Functional upgrading of processing/value-adding infrastructure and capacity</u>

(iv) Provide technological support for post-harvest and value-added activities (e.g. climate resilient storage, nutrient preserving storage and processing, fortification, labelling, etc.).

(v) Train and re-train/mentor agro-producers in processing or other post- harvest and value-added activities.

(vi) Initiate partnerships and investment for a Karamoja Logistics and Agro-Processing Industrial Hub.

<u>Upgrading of coordination and business models to enable horizontal and vertical linkages</u>

(vii) Support formation and formalisation of agro-producer groups, associations, organizations, cooperatives, marketing groups and federations.

(viii) Support agro-producers to participate in producer primary societies, cooperatives, or farmer federations.

(ix) Train agro-producers in crucial aspects for inclusion in Value Chains: management, negotiation, identification of partnership opportunities, market outlooks, etc.

(x) Strengthen/train local service providers (farm and non-farm) to provide services that allow production to meet market requirements.

(xi) Provide support to link agro-producers to service providers that allow production to meet market requirements.

(xii) Link agro-producers to other Value Chain actors (input suppliers, processors, buyers, etc.).

(xiii) Support the formation of partnerships/agreements (contract farming, subcontracting, other schemes) that formalize relationships between producers and other Value actors (input suppliers, processors, buyers).

<u>Output 3:</u> South-South cooperation, learning, advocacy, partnership, resource mobilisation, and scaling up process and strategy designed and implementation fasttracked.

Key Activity 3.1: Establishing partnerships, identifying and benchmarking best practices to build a platform for learning, innovation and scaling up of sustainable community cooperative women-led large scale commercial farming and value chain development and agro-industrialisation in Karamoja

(i) Organise participatory discussions and Collective Intelligence activities develop strategies to support continuous learning, advocacy partnership, resource mobilisation, and scaling up.

(ii) Supporting South-South Cooperation (SSC) and Traingular Cooperation (TrC) activities to harness collaboration, technical support and knowledge sharing across various avenues including digital platforms.(South Africa, India and Brazil are prioritised, but other countries will be explored).

(iii) Support exchange visits in country to share best practices.

(iv) Implementing advocacy strategies that lead to increased government and other partners' investment into the project.

(v) Organise policy forums among Value Chain actors to identify and address constraints at meso and macro level (regulatory framework, trade policy, etc.).

(vi) Partner with the National Agricultural Research Organisation (NARO-Nabuin), and other research institutions in South Africa, India, Brazil etc to test new crops, including dessert crops for Karamoja such as Dates and Palm Oil.

(vii) Develop, document and support initial implementation of a scaling-up strategy for this agricultural commercialisation model.

Resources Required to Achieve the Expected Result

The main resources needed for project delivery include human, financial and institutional resources. Regarding human resources, within UNDP and given that the project is a pilot, the experimental phase of 12-18 months will be coordinated by the UNDP Accelerator Lab team of 4 staff (Focal Point, Head of Exploration, Head of Solutions Mapping, and Head of Experimentation), this team will be supported on technical aspects by the Team Leader of the Nature, Climate, Energy and Resileince Team together with the Programme Officer for Agriculure and Livelihoods; as well as the Team Leader for Inclusive and Sustainable Growth, and the Programme Officer for ISG. A small project tastforce of dedicated focal points will be established in each district production department and liaison staff from the community mobilisation, environment, lands, planning, and engineering departments in the district as well as Ministies, Departments and Agencies (MAAIF, MoLG, MTIC, MGLSD, MWE, Uganda Development Corporation (UDC), Uganda Development Bank (UDB), and MicroFinance Support Center (MSC), etc). This working group will be facilitated for community engagement, project supervision, South to South learing activities, and for monitoring and evaluation of the project. These will technically lead the day-to-day operations and district level decision-making. Distrit Commercials Officers will be critical in facilitating market access for the farmer groups.

A Project Coordinator, finance and administration associate and field assistant shall be deployed from existing UNDP staff to support the project activities in UNDP Country Office, Kampala; and in the UNDP Karamoja Field Officer. In addition, Government extension staff at district and sub-county level shall be facilitated to provide technical support to the project. Technical consultants (both international and local) will be sourced and engaged to support the delivery of thematic activities that have been outlined in the workplan. Another critical resource to drive the project is a working environment within which implementation will be carried out. This will be in the form of provision of office space, utilities and such resources that will be needed by the project team to execute the project activities. The project office shall be in Moroto town.

For the 12-18 month's pilot phase of the project, the execution of the project activities will be financed with a total budget of US $ 1,300,000. A detailed breakdown of the cost estimate is presented in the multi-year workplan in Section VII. UNDP's initial contribution for 2023 is US $ 300,000 to complement the US $ 1,000,000 earmarked by IBSA Fund as confirmed by the United Nations Office for South-South Cooperation (UNOSS). UNDP's contribution is supporting foundational activities that start in December 2022 to engage district, community, private sector and civil society stakeholders in scoping for the project design and identification of ongoing initiatives and assets (blocks of land, irrigation systems, women groups, association, lead farmers, community training centers and programmes, etc) that this project can capitalise on as accelerators. Some of the UNDP resources are supporting on-going construction of six water dams of 20m liters to 24mliters capacity across six districts of Karamoja under the F-SURE Project - Fostering Sustainability and Resilience for Food Security in the Karamoja sub-region.

Partnerships

Project delivery will also depend on active partnerships with Government Ministries, Departments, Agencies and the nine (9) Karamoja Local Government, Members of Parliament from Karamoja, private sector actors, development partners, financial institutions, philantropists, faith based organisation, research and academic institutions, UN Agencies (IFAD, FAO, UNWOMEN, WFP, UNCDF) UN Resident Coordinator's Office, Civil Society Organisations, and Communities and their Trusts.

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), as the Ministry mandated to promote and support sustainable and market oriented agricultural production, food security and household incomes will be the main Responsible Party for the implementation of the project. MAAIF will guide on the technical direction and facilitate supervision and accountability for the project results. The Ministry of Karamoja Affairs in the Office of the Prime Minister will provide guide on the Karamoja Integrated Development Plan III (KIDP3) and facilitate stakeholder engagement and coordination of the project within the context of development initiaitives in Karamoja.The government Ministries responsible for Lands; Gender, Labour, and Social Development; Local Government; Trade, Industry and Cooperatives; and Finance, Planning and Economic Development, Ministry of Water and Environment, Minisry of Energy will contribute on vital roles they play in the implementation of the Project, these respectively include issues of land allocation to women users; community mobilisation and gender; local governance and regional development; industrial production, trade and cooperatives; private sector development, budgeting and economic planning; water for production and climate smart agriculture; rural electrification for irrigation and postharvest handling and agro-processing. Efforts shall be made to link the producer groups to the Parish Development Model because that presents an opportunity for investment funding that in non-conditional.

At local government level, and specifically on Climate Smart Agriculture (CSA), the production department will involve the district CSA taskforces to coordinate, monitor and offer overall guidance and oversight to the project activities. The composition of district CSA taskforces is multi-sectoral; composed of staff and actors from the government departments, (production, environment, planning, commercial, Operation Wealth Creation - OWC), farmers' federation, civil society organizations and private sector, and therefore the project will foster engagement of actors from these represented sectors to participate and support project implementation. The project will also foster collaboration with local district commercial officers to enable farmer groups engage, align and benefit from ongoing interventions within the parish development model programme. This approach will provide strategic engagements that optimise the production potential of the Karamoja Greenbelt.

The project will support partnerships building amongst farmer cooperatives and private sector actors such as the Karamoja Private Sector Development Foundation, considering that most CSA technology inputs and services are supplied and distributed by the private sector. Also, the project will establish linkages and collaborations with non-state institution and CSOs implementing climate action projects in the region to leverage their best practices, innovations and lessons. Also, there will be an effort to establish a working partnership with WFP and FAO for the access tograin storage silos and bins such as the galvanised steel vacuum silos.

The IBSA Fund will participate in the regular review of project implementation. The Indian and South African High Commissions in Kampala will participate in the oversight of the project, including periodic strategic performance review meeting, facilitate South-South exchanges with Uganda in the implementation of the Project, support technology transfer by drawing IBSA experiences on large scale and mechanized commercial farming of cereals and oilseed, including the development of functional value chains, agro processing, and primary societies and cooperatives.

Risks and Assumptions

Operational risk: One key assumption is that there will be **stakeholders' buyin and willingness, especially from private sector actors to support the implementation process,** given that most inputs and services are supplied by the private and civil sector actors. Considering this assumption, project implementation will focus on facilitating discussions and understanding of development benefits for each actor as they participate in the project activities. This will encourage partnership building to stimulate identification of opportunities and incentives to catalyse continuous supply of quality project inputs and services. The project will also strengthen the functioning and coordination capacities of the Project Task team since these are already composed of multi-sectoral actors. Also, UNDP will provide the necessary quality assurance support for strengthened policies and legislative frameworks, project implementation effectiveness and efficiencies, with a focus on: value for money, evidence based learning from best practices and results based project management. Another operational risk that the project may face is **political interference / influence and conflict of**

interest during beneficiary selection especially the farmer groups/ cooperatives. This risk will be mitigated through engagement of both political and technical staffs at the district where the project objectives and targets will be presented. A clear selection criteria of the farmer groups/cooperatives will be established and selection priority will be for those farmer groups/cooperatives that have remained active.

One **financial risk** that this project faces is the ability of individual farmers to afford technology inputs and services, considering that the adoption requires substantial investments. To mitigate this financial risk, **the project will work with farmers organised in farmer groups/cooperative enterprises so as maximise pooling of capital and resources.** Mobilization of member savings and management of savings schemes will be supported, and such will be complemented with inputs. Farmer groups/cooperatives will be engaged and clear explanantions made so as to manage their high expectations, as well establish an understanding of the cost sharing requirements.

Environmental risk: the assumption is that the occurrence of extreme/severe climate events such as dry spells, drought and floods, does not compromise the implementation of project activities and scale down efforts for building a resilient agriculture system. To mitigate this, the project will leverage on the early warning systems already in place, established by the SCIEWS project, and accordingly integrate the dissemination of weather forecasts in its implementation. Also, the project will consider involving service providers for weather based index insurance as an adaptation strategy to climate variability. The mentioned risks and assumptions are summarised in a risk log below:

Stakeholder Engagement

The primary beneficiaries of this project are women, youth and men farmers that are members of target communities within the Greenbelt of the nine Karamoja districts. In collaboration with the Karamoja Private Sector Foundation and local leaders, the project will foster consistent engagement amongs stakeholder to ensure cohesive implementation and timely achievement of milestones. Existing farmer groups, including lead farmers will be enrolled into the project and their knowledge and skills in working in groups, largescale farming, post harvet handing, financial literarcy, and marketing will be strengthened. These emerging primary societies, and agricultural cooperatives will be supported to actively participate in wider agribusiness stakeholder platforms, and enabled to build partnerships with the private sector input and marketing dealers for the access to climate smart technology inputs and services. The secondary beneficiaries will include members of the already existing district multi-stakeholder climate smart agriculture taskforce that includes government sector staff, Uganda farmers' federation, civil society organizations and private sector entities. The district CSA taskforce will be strengthened to better coordinate and monitor CSA activities. Also, relevant district production department staff, as designated by the head of department, will be involved as project focal persons responsible for the coordination of project implementation in their respective districts. They will be targeted to participate in training activities to enhance their planning and coordination capacities necessary for project delivery. Geographically, the project will be implemented in Uganda's north-eastern region (in all the nine districts of Karamoja). Given that it is a pilot project, all the districts, namely; Amudat, Nakapiripirt, Napak, Abim, Kotido, Kabong, Karenga, Moroto and Nabilatuk are targeted, with each receiving support to set up one nucleas farm, run by one group of women. Each community around the nucleus farm shall facilitate formation of a water -user committee, to protect the water sources and prevent conflict between users.

South-South and Triangular Cooperation (SSC/TrC)

This project is conceived to address a unique challenge in Karamoja but will draw from the extensive experience of India, Brazil, and South Africa on large scale commercial farming. Uganda will benchmark with South Africa, Brazil, and India on best practices and lessons on large scale farming, and value chain development, and sustainable food systems, and models for community primary societies and cooperatives. The lessons from this pilot/experimental project in Uganda will have relevant lessons for the nomadic/pastoral communities in Uganda as well as neigboring countries such as Kenya, South Sudan, Ethiopia, and other similar normadic communities in Sub-Sahran Africa. The lessons will also be applicable for non-pastoral communities, especially on building women-led large scale commercial agriculture through community cooperative models.

This project will strengthen the local community agricultural knowledge, expertise, systems (food, value chains, cooperatives, marketing, etc). The local government agriculture extension systems will also benefit from the learning process. The lessons from the pilot project will be open to both the local and national government actors in the development spaces. The private sector will benefit from involvement in the development phases of the farms, as well as along the value chains for the range of targeted commodities.

The project will start with short term engagement and exchanges of Uganda exparts and relevant experts from IBSA and other Countries to appraise implementation sites, facilitate project initiaition activities with stakeholders and start the technical guidance for the preparation of selected sites for the farms, including modelling of systems for water for production, post harvest handling, and marketing. The project initiative will entail ongoing capacity development and knowledge exchange with stakeholders at national and subnational levels, including through on-site training, study visits, technical support, joint development of technical instruments (toolkits, manuals, guidelines etc) and continuous monitoring, assessments and advisory throughout the construction phase. At the end of the pilot phase of the project there will be a joint evaluation to identify, and document lessons learned, to support the subsequent expansion process through business cases for scaling up of similar initiatives throughout Karamoja and and other parts of Uganda.

The lessons from this pilot/experimental project in Uganda will have relevance for for the nomadic/pastoral communities in Kenya, South Sudan, Ethiopia, and other similar communities in Africa. The lessons will also be applicable for non-pastoral communities especially on building women-led large scale commercial agriculture through community cooperative models.

This project will be implemented using an experimental approach that works with communities to map, test, and nurture innovative homegrown solutions. For instance, the lessons from this project will inform Government's ongoing active exploration of innovative models, systems, and solutions such as the Parish Development Model and other Regional Initiatives to tackle challenges of poverty and community resilience.

Digital Solutions[5]

The project will employ digital platforms for knowledge sharing, and advocacy for scaling up, scaling out, and scaling deep within Uganda and beyond. The communication strategy will leverage digital content and media channels. As the farmer embrace business oriented approaches, basic digital skilling will be provided to promote use of digital platforms for saving, payments, banking, marketing, and record keeping. The management of the pilot phase of the project will be automate to ease the running of the project and easily generate data and analytics for decision making.

Knowledge

To effectively facilitate learning, the project will document and disseminate the best practices and lessons. Documentation will include production and publication of success stories, policy briefs, site visits, farmer exchange visits, brochures, factsheets and video documentaries. The documented best practices and success stories will be disseminated to various stakeholders through appropriate channels that harness learning such as community media channels, district noticeboards, farming expos, annual agriculture show, stakeholder platforms, UNDP Knowledge platforms and others. The project task team members will also participate in the mid-term review and other relevant sectoral strategy reviews to share share its best practices and lessons to policy makers and key sector stakeholders. The project will also support SSC/TrC to facilitate knowledge exchange and collaboration amongs communities and linkage to regional expertise where necessary.

Sustainability and Scaling Out

The pilot project results are aligned to government objectives to increase investment in commercial agricultural production to enhance food and nutrition security for everyone in Karamoja; which is a pre-condition for improving the livelihoods of most of the ordinary population in Karamoja, and sustainable reduction in the incidence of absolute poverty. The results of the project will be sustained within the framework of Government's long-term Karamoja Integrated Development Plan (KIDP3) covering the period 2021/22 to 2025/26; with a focus on programme area 2 on 'strengthening Karamojong Pastoral and Agro-Pastoral Livelihoods', where the KIDP3 is pursuing three outcomes, namely: (a) supporting the adoption of climate-smart crop production strategies and management practices; (b) supporting the enhancement of Karamojong livestock production and productivity, and; (c) supporting the promotion of alternative sources of livelihoods to enhance the resilience of Karamojong households.

Implementation of the project will take place through existing local government structures, with the lead involvement of district production departments, particularly the production, environment, community mobilisation, extension system, engineering and the district Climate Smart Agriculture taskforces. The extension staff and district taskforce – a multi sectoral team- will participate in participatory monitoring and evaluation exercises during and at the end of the

[5] *Please see the Guideline "Embedding Digital in Project Design".*

project, and it is expected that this will assist district production department in taking up the project's successful practices and replicate them in other communities and sub-counties in their respective districts. Also, project interventions will target strengthening of farmer cooperative enterprises and thus provide a strong organizational arrangement for farmers to continuously exercise a strong voice while participating on stakeholder platforms and building partnerships for the implementation of large scale women-led commercial agriculture.

The farmer groups, associations, and cooperatives will sustain the best practices and results of the projcct through learning opportunity for various farmer groups in other communities and regions to institutionalise into farmer cooperatives and replicate approaches and practices demonstrated in this project. The project's documented success stories, practices and results shall inform the replication and wider promotion of best practivies in large scale farming in other regions of the country.

The implementation of the project will further build on an ongoing project by UNDP in Uganda, Food and Agricultural Organisation of the United Nations, (FAO) and the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) which is focussed on food security and ecosystems resilience for the Karamoja region in North-Eastern Uganda. The project is entitled "Fostering Sustainability and Resilience for Food Security in the Karamoja Region (FSURE–Karamoja)". This is an integrated multisector initiative focusing on rehabilitating ecosystem services through restoration, agro-forestry, natural regeneration, and sound pasture management, among other activities. It targets smallholder farmers and is contributing to increasing the environmental sustainability and resilience of food production systems in the region by among others addressing the overreliance of agricultural production on rain-fed systems.

The commercial model being advanced by the project will promote a sustainable approach, going beyond food, to producing for the market. The project will also capitalise on the role of women, cooperatives, and local government oversight to foster sustainability. Integrating sustainable water for production solutions will also cushion the project from shocks arising from drought.

The project will adopt a gradual integration of youth and men into the initiative to promote social cohesion as a driver for sustainability and community resilience.

To ensure that the benefits from the project will continue after the pilot phase of the project, the project will establish a regular platform for stakeholders to continue engagement and promotion of best practices on the project implementation.

A scaling strategy[6] will be put in place to facilitate the utilisation of the lessons from the pilot phase to enable different dimensions[7] of scaling such as **Scaling out**, which includes achieving greater numbers through adoption of the innovation; **Scaling up,** which involves institutional and policy changes to further the innovation; **Scaling deep**, which is impacting culture through innovation that alters behaviors and norms, or a combination of all or some of the types of scaling.

The **UNDP Accelerator Lab** will continue to nurture the products, processes, and services by continuously engaging and support stakeholders on Envisioning Scale, Supportive Ecosystem for Scaling, Resource Mobilisation for Scaling, and Learning from Scaling. The components under the Envisioning Scale theme provide guidance on how to create a structured vision that will help provide a better chance of scaling. The Ecosystem for Scaling section addresses relevant factors in creating a more cohesive political and socio-cultural context for scaling, and how to leverage key actors in the innovation ecosystem. The Resources for Scaling section stresses the facilitation of access to necessary resources for scaling, with recommendations for capacity building, financial sustainability, knowledge sharing, legal aspects, and policy frameworks. Finally, the Learning from Scaling section specifies how Accelerator Labs and the communities can extract and share knowledge from their scaling efforts both individually and collectively.

Sustainability of these stakeholder engagements will largely depend on the willingness of stakeholders, especially the private sector actors to continue participating and supplying climate smart technology inputs and services. The project will facilitate discussions and understanding of development benefits for each actor as they participate on the platforms, and encourage partnership building to enable ongoing identification of opportunities and incentives to catalyse continuous investments in large scale farming activities.

[6] Strategy to Scale Social Innovation For Development. A hands-on Report for UNDP Accelerator Labs to enable context specific scaling of social innovation to achieve the SDGs, Workshop Final Report May, UNDP and Columbia University, School of International and Public Affairs, 2020

[7] Publication on "Advancing Systemic Social Innovation and the Learning Processes to Support it": A Publication prepared for the J.W. McConnell Family Foundation and Tamarack Institute by Darcy Riddell and Michele-Lee Moore (2015).

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The pilot project is costed at US $ 1,300,000 for 2023 and will be funded upto the tune of US $ 1,000,000 by the IBSA Fund, with UNDP providing additional resources of US $ 300,000 for foundational activities. The funding is adequate to test the approach during the first year which will include opening up of nine (9) nucleas farms, establishing the physical and organizational infrustrucutre, and capacity to for effective, reliable, and sustained interventions and services for large scale farming by women groups in Karamoja. The funding estimate is calculated based on comparable project of government such as the Northern Uganda Social Action Fund (NUSAF)'s Settlment based initiaitive.

The project contributes to promoting food security and economic empowerment of women and youth in Karamoja. The output from the project can significantly contribute to national productivity and will deliver important commodities for emerging agroprocessing industries in the country (vegetable oils, maize meal, animal feeds, etc. The project will also mobilize additional stakeholders and partnerships to create viable business models for efficient and effective market-based development of food systems, agribusiness and agro-industry which will enable the growth of the service industry in Karamoja (such as insurance and finance products).

Project Management

The Project will be implemented through a Direct Implementation Modality with UNDP as the Implementing Partner. The UNDP Resident Representative will oversee the Project. With the support of a cross section of programme and operational Units to engage with Government, Districts, Communitieis and Parterns.

A Project Field Coordinator, Finance and Administration Associate shall be deployed from existing UNDP staff to support the project activities in UNDP Country Office, Kampala; and in the UNDP Karamoja Field Officer.

The UNDP Resident Coordinator will be supported on technical aspects by the **Team Leader of the Nature, Climate, Energy and Resileince Team together with the Programme Officer for Agriculure and Livelihoods**; as well as the **Team Leader for Inclusive and Sustainable Growth (ISG), and the Programme Officer for ISG.**

Given that the project is a pilot, the learning approaches within the project will be facilitated by the **UNDP Accelerator Lab team of 4 staff (Focal Point, Head of Exploration, Head of Solutions Mapping, and Head of Experimentation).**

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), as the Ministry mandated to promote and support sustainable and market oriented agricultural production, food security and household incomes will be the main Responsible Party for the implementation of the project. MAAIF will guide on the technical direction and facilitate supervision and accountability for the project results. **Other Ministries that will contribute to the implementation of the Project include** the Ministry of Karamoja Affairs in the Office of the Prime Minister which will provide guidance on the Karamoja Integrated Development Plan III (KIDP3) and facilitate stakeholder engagement and coordination of the project within the context of development initiaitives in Karamoja.The government Ministries responsible for Lands; Gender, Labour, and Social Development; Local Government; Trade, Industry and Cooperatives; and Finance, Planning and Economic Development, Ministry of Water and Environment, Minisry of Energy will contribute on vital roles there respectively play in the implementation of the Project, these respectively include issues of land; community mobilisation and gender; local governance and regional development; industrial production, trade and cooperatives; private sector development, budgting and economic planning; water for production and climate smart agriculture; rural electrification for irrigation and postharvest handling/agro-processing.

A small Project Tastforce of dedicated focal points in each district production department and liaison staff from the community mobilisation, environment, lands, planning, and engineering departments in the district as well as Ministies, Departments and Agencies (MAAIF, MoLG, MTIC, MGLSD, MWE, Uganda Development Corporation (UDC), Uganda Development Bank (UDB), and MicroFinance Support Center (MSC), etc). This working group will be facilitated with limited resources to enable continuous community engagement, project supervision, South to South learing activities, and for monitoring and evaluation of theproject. These will technically lead the day-to-day operations and district level decision-making.

At local government level, and specifically on Climate Smart Agriculrue, the production department will involve the district CSA taskforces to coordinate, monitor and offer overall guidance and oversight to the project activities. The composition of district CSA taskforces is multi-sectoral; composed of staff and actors from the government departments, (production, environment, planning, commercial, OWC), farmers' federation, civil society organizations and private sector, and therefore the project will foster engagement of actors from these represented sectors to participate and support project implementation. The project will support partnerships building amongst farmer cooperatives and private sector actors, considering that most CSA technology inputs and services are supplied and distributed by the private sector. Also, the project will establish linkages and collaborations with non-state institution and CSO implementing climate action projects in the region to leverage their best practices, innovations and lessons. Also, there will be an effort to establish a working partnership with WFP and FAO for the access of grain storage silos and bins such as the galvanised steel vacuum silos.

Government agricultural extension staff at district and sub-county level shall be facilitated to provide technical support to the project.

Technical consultants (both international and local) will be sourced and engaged to support the delivery of thematic activities that have been outlined in the workplan.

Project delivery will also depend on active partnerships with Government Ministries, Departments, Agencies and the nine (9) Karamoja Local Government, Members of Parliament from Karamoja, private sector actors, development partners, financial institutions, philantropists, faith based organisation, research and academic institutions, UN Agencies, UN Resident Coordinator's Office, Civil Society Organisations, and Communities and their Trusts.

The IBSA Fund will participate in the regular review of project implementation. The South African High Commissions in Kampala will participate in the oversight of the project, including periodic strategic performance review meeting, facilitate South-South exchanges with Uganda in the implementation of the Project, support technology transfer by drawing IBSA experiences on large scale and mechanized commercial farming of cereals and oilseed, including the development of functional value chains, agro processing, and primary societies and cooperatives.

V. RESULTS FRAMEWORK

Intended Outcome as stated in theUNSDCF[8], /Country [or Regional] Programme Results and Resource Framework:

- **Outcome 2.1:** By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources.
- **Outcome 2.2.** By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks.
- **Outcome 3.2.** By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment.

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

- 2.1.1.1. # of innovative, locally appropriate sustainable development initiatives developed and scaled up, targeting underserved communities/groups and women (SP 1.2.6) Baseline: 100 (2019); Target: 150; Source: Sector reports; Frequency: Annual
- 2.1.2.1. # of new functional partnerships developed in the target value chains (SDG17.6.1) Baseline: 0; Target: 5; Source: progress reports; Frequency: Annual
- 2.1.2.3 . # of MSMEs utilizing supplier development platforms for inclusive and sustainable value chains (SP 1.4.1) Baseline : 0 (2020); Target : 250; Source : Sector reports; Frequency : Annual
- 2.1.3.1 . Volume of additional resources leveraged through public and private financing for the SDGs with UNDP support (SP 1.2.2.2): Baseline : 0 (2020) (a) National level: (public, 0 ; private, 0) (b) Subnational level (public, 0 ; private, 0)Target : $ 2 million (a) National level: (public, 0.5m ; private, 0.5m) (b) Subnational level (public, 0.5m ; private, 0.5m
- 2.1.3.2 . # of MSMEs developed targeting vulnerable women and youth. Baseline : 0; Target : 100; Source : progress reports, sector performance reports, Frequency : Annual
- 2.1.4.1 . # of new decent jobs (formal and informal) generated , disaggregated by sex, age, disability (SDG 8.9.2) Baseline : 0 (2020); Target : 200,000 (120,000 F, 80,000 M) Source : UBOS statistical abstract, progress reports Frequency : Annual
- 2.2.1. # of men and women who use climate information services, and products, Baseline: 0 (2020), Target: F-24.5 millions, M-23.8 millions; Source: Sector performance reports; Frequency: Annual
- 3.2.1.3. Proportion of gender-based violence cases reported to authorities and handled in the formal justice system disaggregated by type (SP 1.6.2) Baseline: Defilement: 36.34%; Rape: 40.75%; Domestic violence: 8.2% Target: Defilement: 45%; Rape: 50%; Domestic violence: 20% Source: Crime report; Frequency: Annual

Applicable Output(s) from the UNDP Strategic Plan:

- Output 2.1.1. Capacities of targeted MDAs in agriculture, tourism and mining sectors are enhanced to develop and implement inclusive policies and strategies that increase productivity, improve competitiveness and facilitate market access for micro, small and medium enterprises (MSMEs). GEN 2
- Output 2.1.2. Public/private sector and MSMEs in targeted value chains (agriculture, tourism, mining, industry and energy) have increased capacity and access to productive assets and markets; and engage in green and inclusive businesses for livelihood and job creation. GEN 3
- Output 2.1.4 . Capacities of men and women , particularly youth and marginalized groups , enhanced to access and benefit from innovative technologies, natural and productive resources for expanded livelihoods, decent work and employment opportunities in formal and informal sectors. GEN 3
- Output 2:2.2. Enhanced capacities of institutions and communities at national and subnational levels to mitigate and adapt to climate change and disaster risks. GEN 2
- Output 2.2.3. Increased and equitable access to and use of modern, renewable and affordable energy sources and services. GEN 2

Project Title and Atlas Project Number: KARAMOJA GREENBELTS' WOMEN-LED LARGE-SCALE FARMING OF CEREALS, LEGUMES AND OILSEED								
EXPECTED OUTPUTS	**OUTPUT INDICATORS[9]**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**			**DATA COLLECTION METHODS & RISKS[10] (see footnote)**
			Value	**Year**	**Year 2023**	**Year 2024**	**FINAL**	
Output 1: Women-led large-scale commercial farms of cereals (Sorghum/Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) and Poultry and Piggery farming for food security, nutrition, increased income, women empowerment and strengthened resilience of the Karamojong established.	**1.1** Number of Karamojong **Women and youth groups**, **associations, primary societies, or cooperatives** mobilised, sensitized, and organised to open-up and manage communally owned land for large-scale climate smart cultivation of improved varieties of cereals (Sorghum/ Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams).	Project Baseline Project Progress Reports	TBD	2022	**27**	TBD	TBD	
	1.2 Number of Karamojong **Households** mobilised, sensitized, organised and supported with start-up inputs to undertake small-scale production of improved breeds of poultry and piggery for nutrition and income generation in Karamoja districts within the Greenbelt.	Project Baseline Project Progress Reports	TBD	2022	**90**	TBD	TBD	
	1.3 Number of **large-scale farms measuring at least 100 acres** and led by women and youth groups established in each district within the Karamoja Greenbelt that are undertaking large-scale, climate smart, and commercial cultivation of improved varieties of (at least 3 enterprises) in cereals (Sorghum/ Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams).	Project Baseline Project Progress Reports	TBD	2022	**5**	TBD	TBD	
Output 2: Functional value chains for cereals (Sorghum/ Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) established.	**Product and process upgrading: dissemination of techniques and technologies**							
	2.1 Number of agro-producers for selected enterprises (at least three per farm) in cereal, oilseed and legumes trained in techniques and technologies that allow production to comply with market requirements (volume of production, quality, certification, food safety, etc.).	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	2.2 Number of technologies/ equipment/ inputs introduced to allow production to comply with market requirements (quantity, quality, efficiency, food safety, nutrient preservation, bio-fortified seeds, etc.).	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	

[8] United Nations Sustainable Development Cooperation Framework (UNSDCF).

[9] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

[10] The specific data collection methods are to be determined through a comprehensive Baseline.

Project Title and Atlas Project Number: KARAMOJA GREENBELTS' WOMEN-LED LARGE-SCALE FARMING OF CEREALS, LEGUMES AND OILSEED								
EXPECTED OUTPUTS	**OUTPUT INDICATORS[9]**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**			**DATA COLLECTION METHODS & RISKS[10] (see footnote)**
			Value	**Year**	**Year 2023**	**Year 2024**	**FINAL**	
	2.3 Number of constraints to meet market and Value Chain requirements addressed by the new techniques and technologies.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.4 Number of producers sensitized and trained in techniques for climate change adaptation.	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	Functional upgrading: Processing/value-adding infrastructure and capacity							
	2.5 Number of processing plants/machinery/enterprises supported to undertake post-harvest and value-added activities (e.g. climate resilient storage, nutrient preserving storage and processing, fortification, labelling, etc.).	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.6 Number of agro-producers benefiting from the processing plants/machinery/enterprises undertaking value- added activities.	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	2.7 Number of agro-producers trained in processing or other post- harvest and value-added activities.	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	2.8 Percentage of the processing plants/machinery/enterprises undertaking post-harvest and value-added activities that continue operation beyond third year of establishment	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	Upgrading of coordination and business models to create horizontal and vertical linkages							
	2.9 Number of agro-producer groups/ associations/organizations/cooperatives/marketing groups/federations established.	Project Baseline Project Progress Reports	TBD	2022	**27**	TBD	TBD	
	2.10 Number of agro-producers participating in producer primary societies, cooperatives, or farmer federations.	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	2.11 Number of agro-producers trained in crucial aspects for inclusion in Value Chains: management, negotiation, identification of partnership opportunities, market outlooks, etc.	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	2.12 Number of local service providers (farm and non-farm) trained to provide services that allow production to meet market requirements.	Project Baseline Project Progress Reports	TBD	2022	**10**	TBD	TBD	

Project Title and Atlas Project Number: KARAMOJA GREENBELTS' WOMEN-LED LARGE-SCALE FARMING OF CEREALS, LEGUMES AND OILSEED								
EXPECTED OUTPUTS	**OUTPUT INDICATORS[9]**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**			**DATA COLLECTION METHODS & RISKS[10] (see footnote)**
			Value	**Year**	**Year 2023**	**Year 2024**	**FINAL**	
	2.13 Number of agro-producers linked to service providers that allow production to meet market requirements.	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	2.14 Percentage of agro-producer organizations/cooperatives/marketing groups/federations that continue operation beyond third year of establishment.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.15 Percentage of the agro-producer organizations/cooperatives/ marketing groups/federations headed by women and/or young people.	Project Baseline Project Progress Reports	TBD	2022	**80%**	TBD	TBD	
	2.16 Number of agro-producers linked to existing or new Value Chains.	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	2.17 Number of agro-producers linked to other VC actors (input suppliers, processors, buyers, etc.).	Project Baseline Project Progress Reports	TBD	2022	**540**	TBD	TBD	
	2.18 Number of partnerships/agreements (contract farming, subcontracting, other schemes) that formalize relationships between producers and other VC actors (input suppliers, processors, buyers).	Project Baseline Project Progress Reports	TBD	2022	**10**	TBD	TBD	
	2.19 Number of agro-producers engaged in partnerships and agreements with other VC actors.	Project Baseline Project Progress Reports	TBD	2022	**5**	TBD	TBD	
	2.20 Volume of production under agreements	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.21 Number of multistakeholder platforms established with VC actors to improve coordination, discuss business opportunities and raise challenges.	Project Baseline Project Progress Reports	TBD	2022	**3**	TBD	TBD	
	2.22 Number of VC facilitation events and/or meetings of the multistakeholder platform.	Project Baseline Project Progress Reports	TBD	2022	**12**	TBD	TBD	
	2.23 Additional market channels established (electronic platform, fair trade, etc.).	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.24 Number of agro-producers accessing new market channels.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.25 Number of agro-producers accessing market information.	Project Baseline Project Progress Reports	TBD	2022	**1,000**	TBD	TBD	

Project Title and Atlas Project Number: KARAMOJA GREENBELTS' WOMEN-LED LARGE-SCALE FARMING OF CEREALS, LEGUMES AND OILSEED								
EXPECTED OUTPUTS	**OUTPUT INDICATORS[9]**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**			**DATA COLLECTION METHODS & RISKS[10] (see footnote)**
			Value	**Year**	**Year 2023**	**Year 2024**	**FINAL**	
	2.26 Number of weekly messages shared through information systems with users.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.27 Number of partnerships/agreements in operation after three years.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.28 Volume of production under agreements after three years for producers and other VC actors.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.29 Number of commercial facilities/markets constructed.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.30 Number of jobs created.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	2.31 Number of jobs maintained after three	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
Output 3: Design an implementation of a learning, advocacy, partnership, resource mobilisation, and scaling up strategy supported.	**1.1** Overaching framework for pratneships development and public engagement within and beyond Karamoja.	Project Baseline Project Progress Reports	TBD	2022	**1**	TBD	TBD	
	1.2 Number of policy forums among VC actors held to identify and address constraints at meso and macro level (regulatory framework, trade policy, etc.).	Project Baseline Project Progress Reports	TBD	2022	**5**	TBD	TBD	
	1.3 Number of policy briefs addressing key VC constraints submitted to government Institutions.	Project Baseline Project Progress Reports	TBD	2022	**5**	TBD	TBD	
	1.4 Number of measures or initiatives adopted to address pro-poor VCD policy-related issues.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	1.5 Number of pro-poor VCD policies promulgated and/or enforced (both national and local levels of Government.	Project Baseline Project Progress Reports	TBD	2022	**TBD**	TBD	TBD	
	1.6 Number of value chain studies carried out to guide the VCD strategy.	Project Baseline Project Progress Reports	TBD	2022	**3**	TBD	TBD	
	1.7 Number of studies on VC related dimensions (climate risk analysis, nutrition assessment, gender, etc.).	Project Baseline Project Progress Reports	TBD	2022	**1**	TBD	TBD	
	1.8 Number of VCD strategies that are informed by VC analysis.	Project Baseline Project Progress Reports	TBD	2022	**1**	TBD	TBD	

VI. Monitoring And Evaluation

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.	Responsible Parties	-
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually/Quarterly	Risks are identified by project management and actions taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Responsible Parties	-
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Responsible Parties	-
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	-
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data on the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any review reports prepared over the period.	Quarterly, Annual and Final	Project results, challenges and gaps transparently documented and reported	Responsible Parties	-
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Bi-annually	Any quality concerns or slower than expected progress will be discussed by the project board and management actions agreed to address the issues identified.	UNDP	8,000

Evaluation Plan[11]

Evaluation Title	Partners	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project baseline	MAAIF, LGs, MTIC	Output 2.1.2. Public/private sector and MSMEs in targeted value chains (agriculture, tourism, mining, industry and energy) have increased capacity and access to productive assets and markets; and engage in green and inclusive businesses for livelihood and job creation. GEN 3 Output 2.1.4 . Capacities of men and women , particularly youth and marginalized groups , enhanced to access and benefit from innovative technologies, natural and productive resources for expanded livelihoods, decent work and employment opportunities in formal and informal sectors. GEN 3	Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. Outcome 2.2. By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment.	June 2023	RP, Project beneficiaries, private sector actors	10,000
Midterm evaluation	MAAIF			October 2023	RP, Project beneficiaries, private sector actors	5,058
Annual review/evaluation	MAAIF			March 2024	RP, Program beneficiaries, private sector actors	10,000

[11] Optional, if needed

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR US $		RESPONSIBLE PARTY	PLANNED BUDGET US $		
		2023	2024		Funding Source	Budget Description	Amount
Output 1: Women-led large-scale commercial farms of cereals (Sorghum/Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) and Poultry and Piggery farming for food security, nutrition, increased income, women empowerment and strengthened resilience of the Karamojong established. *Gender marker: 3*	**KEY ACTIVITY 1.1: SETTING UP LARGE SCALE FARMS FOR OILSEED, CEREALS AND LEGUMES IN THE KARAMOJA GREEN BELT.**						
	1.1.1. Identification of communually owned **land** for the nine nucleus farms, one in each of the nine districts of Karamoja (establish formal partnership with OPM to leverage the Community owned blocks of unutilsied land under the Settlement Based Develoment Initiative of the completed Third Northern Uganda Social Action Fund (NUSAF 3).	**25,000**	TBD	**MAAIF UNDP**	**UNDP**	District consultative meeting Site visits and selection.	**25,000**
	1.1.2. Procurement/hire of **equipment** (tractors and accessories; farm implements and equipment including hoes, rakes, spraying cans; post-harvest handling equipment (e.g., tarpaulins, drying slabs and Purdue Improved Crop Storage (PICS) bags; storage and processing equipment; irrigiation equipment; transportation) for the target women farmer groups 9 communities (for the 9 pilot farms, 2023) to facilitate subsidised and timely land opening to make climate smart farming possible. (NB: this activity will be scaled up for medium term based on the lessons learnt).	**260,000**	TBD	**UNDP**	**IBSA**	Tractors and accessories farm implements and equipment including hoes, rakes, spraying cans; post-harvest handling equipment (e.g., tarpaulins, drying slabs and Purdue Improved Crop Storage (PICS) bags; storage and processing equipment; irrigiation equipment; transportation.	**260,000**
	1.1.3. Procurement and distribution to groups of women farmers certified **seeds** for the selected varieties of the prioritized cereals, legumes, and oilseed; **and assorted inputs** (pesticides, herbicides, and limited fertiliser).	**100,000**	TBD	**UNDP**	**IBSA UNDP**	Certified Seeds for planting (Sorghum/Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams).	**124,794**
	1.1.4. Procuring and distributing appropriate poultry and piggery (**chicks and piglets)** stock for the women farmer groups.	**10,000**	TBD	**UNDP**	**IBSA UNDP**	Out of broder chicks and 2-month old piglets.	**10,000**
	1.1.5. Procurement/establishing partnerships **for essential expertise, service providers and trusts** on accessing land for large scale farming from trusts, opening of land; soil testing services; procuring related inputs; planting and essential extension services for production; harvesting, storage, processing and marketing; and establishment of efficient and equitable distribution systems for farm inputs.	**146,446**	TBD	**UNDP**	**IBSA**	Procurement/establishing partnerships for essential expertise, service providers and trusts.	**146,446**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR US $		RESPONSIBLE PARTY	PLANNED BUDGET US $		
		2023	2024		Funding Source	Budget Description	Amount
Continuation from page above: **Output 1:** Women-led large-scale commercial farms of cereals (Sorghum/Bulrush millet and Maize); Oilseeds and Legumes (Sunflower, Sesamem, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) and Poultry and Piggery farming for food security, nutrition, increased income, women empowerment and strengthened resilience of the Karamojong established. *Gender marker: 3*	**1.1.6.** Leverage Government extension, parish development funding, mechanisation, irrigation, road and energy infrustrucure, and development financing through **formal synergies** to access tractor services, irrigatioin facilities, rural access road construction and maintence, and new water for production and processing facilities.	-	TBD	MAAIF	**GOU**	Consultative meetings and formal correspondences to effect administrative decisions	-
	1.1.7 Establish onfarm **low cost storage/bulking facilities** for storage and light processing.	**90,000**	TBD	UNDP	**IBSA**	Construction of 9 low cost bulking stores	**90,000**
	KEY ACTIVITY 1.2: MOBILIGING AND EQUIPPIING WOMEN, YOUTH, AND THE WIDER COMMUNITY OF EXISTING GROUPS, ASSOCIATIONS, PRIMARY SOCIETIES AND LEAD FARMERS TO DRIVE LARGE SCALE FARMING OF OILSEED, CEREALS AND LEGUMES IN THE KARAMOJA GREENBELT.						
	1.2.1. Identification of existing **women and youth groups** under government initiatives such as NUSAF, PDM, etc, female and male lead farmers, and new members to participate in new formations to drive the initial farms.	**25,000**	TBD	**UNDP MAAIF, LGS**	**UNDP**	Scoping of existin groups	**25,000**
	1.2.2. Training, orientation, commissioining the groups, continuous support for the groups, ongoing group formation for new farms.	**50,000**	TBD	**UNDP MAAIF, LGS**	**IBSA**	Consultancy services, and procurement of NGOs and service providers	**50,000**
	1.2.3. Supporting the **formation and formalization of farmer groups**, associations, community primary cooperative societies, and trusts.	**20,000**	TBD	**UNDP MAAIF, LGS**	**IBSA**	Consultancy services, and procurement of NGOs and service providers	**20,000**
	1.2.4. Providing farmer groups with **information** on priority crops on largescale climate smart agronomic practices, extension services, farm inputs and opportunities for produce bulking and marketing.	**20,000**	TBD	**UNDP MAAIF, LGS**	**IBSA**	Facilitation of LG Officials, Consultancy services, and procurement of NGOs and service providers	**20,000**
	1.2.5. Supporting **small holder farmers (outgrowers)** to establish gardens (seeds, farm implements, subsidized land opening).	**20,000**	TBD	**UNDP MAAIF, LGS**	**IBSA**	Facilitation of LG Officials, Consultancy services, and procurement of NGOs and service providers	**20,000**
	1.2.6. Supporting public and private sector actors to provide **regular agricultural extension services; pest and disease diagnosis, management and control, and climate smart farming techniques**.	**20,000**	TBD	**UNDP MAAIF, LGS**	**IBSA**	Facilitation of LG Officials, Consultancy services, and procurement of NGOs and service providers	**20,000**
	Sub-Total for Output 1						**811,240**
Output 2: Functional value chains for cereals (Sorghum/ Bulrush millet and Maize); Oilseeds and	**KEY ACTIVITY 2.1: BUILDING FUNCTIONAL VALUE CHAINS FOR KARAMOJA'S OILSEED, CEREALS AND LEGUMES.**						

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR US $		RESPONSIBLE PARTY	PLANNED BUDGET US $		
		2023	2024		Funding Source	Budget Description	Amount
Legumes (Sunflower, Sesame, Soybeans, Tepary White Beans, Pigeon Peas/Black eyed peas, and greengrams) established. *Gender marker: 3*	***Product and process upgrading through dissemination of techniques and technologies***						
	2.1.1. Training agro-producers for selected enterprises (at least three per farm) in cereal, oilseed and legumes in techniques and technologies that allow production to comply with market requirements (volume of production, quality, certification, food safety, etc.).	**20,000**	TBD	**UNDP MAAIF**	**IBSA**	Facilitation of LG Officials, Consultancy services, and procurement of NGOs and service providers	**20,000**
	2.2.2. Support the introduction of appropriate technologies/ equipment/ inputs introduced to allow production to comply with market requirements (quantity, quality, efficiency, food safety, nutrient preservation, bio-fortified seeds, etc.).	**40,000**	TBD	**UNDP MAAIF**	**IBSA**	Facilitation of LG Officials, Consultancy services, and procurement of NGOs and service providers	**40,000**
	2.2.3. Sensitize and train the agro-producers in techniques for climate change adaptation.	**10,000**	TBD	**UNDP MAAIF**	**IBSA**	Facilitation of LG Officials, Consultancy services, and procurement of NGOs and service providers	**10,000**
	Functional upgrading of processing/value-adding infrastructure and capacity						
	2.2.4 Provide technological support for post-harvest and value-added activities (e.g. climate resilient storage, nutrient preserving storage and processing, fortification, labelling, etc.). **(Linked to activity 1.1.7)**	**50,000**	TBD	**UNDP MAAIF**	**IBSA**	Techanical advisory services and procurement of technology to enable climate resilient storage, nutrient preserving storage and processing, fortification, labelling in the construction of 9 low cost bulking stores in activity 1.1.7.	**50,000**
	2.2.5. Train and re-train/mentor agro-producers in processing or other post- harvest and value-added activities.	**10,000**	TBD	**UNDP MAAIF**	**IBSA**	Facilitation of LG Officials, short term consultancy services, and procurement of NGOs and service providers	**10,000**
	2.2.6 Initiate partnerships and investment for a Karamoja Logistics and Agro-Processing Industrial Hub.	**10,000**	TBD	**UNDP MAAIF**	**IBSA**	Strategic engagements with Development Banks and Financing institutions (UDB, UDC, IsDB, AfDB, IFAD, UNCDF etc), Structuring private sector partnerships	**10,000**
	Upgrading of coordination and business models to enable horizontal and vertical linkages						
	2.2.7. Support formation and formalisation of agro-producer groups, associations, organizations, cooperatives, marketing groups and federations.	**15,000**	TBD	**UNDP MAAIF**	**IBSA**	Facilitation of LG Officials, short term consultancy services, and procurement of NGOs and service providers	**15,000**
	2.2.8. Support agro-producers to participate in producer primary societies, cooperatives, or farmer federations.	**15,000**	TBD	**UNDP MAAIF**	**IBSA**	Facilitation of LG Officials, short term consultancy services, and procurement of NGOs and service providers	**15,000**
	2.2.9. Train agro-producers in crucial aspects for inclusion in Value Chains: management, negotiation, identification of partnership opportunities, market outlooks, etc.	**10,000**	TBD	**UNDP MAAIF**	**IBSA**	Facilitation of LG Officials, short term consultancy services, and procurement of NGOs and service providers	**10,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR US $		RESPONSIBLE PARTY	PLANNED BUDGET US $		
		2023	2024		Funding Source	Budget Description	Amount
	2.2.10. Strengthen/train local service providers (farm and non-farm) to provide services that allow production to meet market requirements.	**10,000**	TBD	**UNDP MAAIF**	**IBSA**	Facilitation of LG Officials, short term consultancy services, and procurement of NGOs and service providers	**10,000**
	2.2.11. Provide support to link agro-producers to service providers that allow production to meet market requirements.	-	TBD	**UNDP MAAIF**	**UNDP**	Leverage periodic business forums (costs covered under activities in 3.1 on learning)	-
	2.2.12. Link agro-producers to other Value Chain actors (input suppliers, processors, buyers, etc.).	-	TBD	**UNDP MAAIF**	**UNDP**	Leverage periodic business forums (costs covered under activities in 3.1 on learning)	-
	2.2.13. Support the formation of partnerships/agreements (contract farming, subcontracting, other schemes) that formalize relationships between producers and other Value actors (input suppliers, processors, buyers).	**10,000**	TBD	**UNDP MAAIF**	**IBSA**	Meetings	**10,000**
	Sub-Total for Output 2						**200,000**
Output 3: South-South cooperation, learning, advocacy, partnership, resource mobilisation, and scaling up process and strategy designed and implementation fasttracked. *Gender marker: 3*	**KEY ACTIVITY 3.1: ESTABLISHING PARTNERSHIPS, IDENTIFYING AND BENCHMARKING BEST PRACTICES TO BUILD A PLATFORM FOR LEARNING, INNOVATION AND SCALING UP OF SUSTAINABLE COMMUNITY COOPERATIVE WOMEN-LED LARGE SCALE COMMERCIAL FARMING AND VALUE CHAIN DEVELOPMENT AND AGRO-INDUSTRIALISATION IN KARAMOJA.**						
	3.1.1. Organise participatory discussions and Collective Intelligence activities develop strategies to support continuous learning, advocacy partnership, resource mobilisation, and scaling up.	**20,000**	TBD	**UNDP MAAIF**	**UNDP**	Consultative meetings and collective intelligence sessions, travel, and conference facilities	**20,000**
	3.1.2. Supporting South-South Cooperation (SSC) and Traingular Cooperation (TrC) activities to harness collaboration, technical support and knowledge sharing across various avenues including digital platforms.(South Africa, India and Brazil are prioritised, but other countries will be explored).	**30,000**	TBD	**UNDP MAAIF**	**UNDP**	Travel, DSA, and documentation	**30,000**
	3.1.3. Support exchange visits in country to share best practices.	**15,000**	TBD	**UNDP MAAIF**	**UNDP**	Travel, DSA and documentation	**15,000**
	3.1.4. Implementing advocacy strategies that lead to increased government and other partners' investment into the project.	**20,000**	TBD	**UNDP MAAIF**	**UNDP**	Media and communication, documentation costs	**20,000**
	3.1.5. Organise policy forums among Value Chain actors to identify and address constraints at meso and macro level (regulatory framework, trade policy, etc.).	**20,000**	TBD	**UNDP MAAIF**	**UNDP**	Consultative meetings, conference facilities, documentation, media and communication costs	**20,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR US $		RESPONSIBLE PARTY	PLANNED BUDGET US $		
		2023	2024		Funding Source	Budget Description	Amount
	3.1.6. Partner with the National Agricultural Research Organisation (NARO-Nabuin), and other research institutions in South Africa, India, Brazil etc to test new crops, including dessert crops for Karamoja such as Dates and Palm Oil.	**20,000**	TBD	**UNDP MAAIF**	**UNDP**	**Research related costs, sourcing seeds and supporting nursery and planning costs (procurement and casual labour costs)**	**20,000**
	3.1.7. Develop, document and support initial implementation of a scaling-up strategy for this agricultural commercialisation model.	**15,000**	TBD	**UNDP MAAIF**	**UNDP**	**Consultative meeting costs and documentation, and communication**	**15,000**
	Sub-Total for Output 3						**140,000**
Project Management	**Communication 1%**	**8,264**	TBD	**UNDP**	**IBSA**		**8,264**
	Evaluation 4%	**33,058**	TBD	**UNDP**	**IBSA**		**33,058**
	Direct Project Cost 8%	**66,116**	TBD	**UNDP**	**IBSA**		**66,116**
	General Management Support 5%	**41,322**	TBD	**UNDP**	**IBSA**		**41,322**
	Sub-Total – Project Management Cost						**148,760**
TOTAL							**1,300,000**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented through a Direct Implementation Modality with UNDP as the Implementing Partner. The UNDP Resident Representative will oversee the Project. With the support of a cross section of programme and operational Units to engage with Government, Districts, Communitieis and Parterns. **A Project Field Coordinator, Finance and Administration Associate** shall be deployed from existing UNDP staff to support the project activities in UNDP Country Office, Kampala; and in the UNDP Karamoja Field Officer. The UNDP Resident Coordinator will be supported on technical aspects by the **Team Leader of the Nature, Climate, Energy and Resileince Team together with the Programme Officer for Agriculure and Livelihoods**; as well as the **Team Leader for Inclusive and Sustainable Growth (ISG), and the Programme Officer for ISG.** Given that the project is a pilot, the learning, experimentation and scaling approaches approaches will be facilitated by the **UNDP Accelerator Lab team of 4 staff (Acceleraror Lab Focal Point and Partnerships and Innovation Specialist, Head of Exploration, Head of Solutions Mapping, and Head of Experimentation).**

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), as the Ministry mandated to promote and support sustainable and market oriented agricultural production, food security and household incomes will be the main **Responsible Party** for the implementation of the project. MAAIF will guide on the technical direction and facilitate supervision and accountability for the project results. **Other Ministries that will contribute to the implementation of the Project include** the Ministry of Karamoja Affairs in the Office of the Prime Minister which will provide guidance on the Karamoja Integrated Development Plan III (KIDP3) and facilitate stakeholder engagement and coordination of the project within the context of development initiaitives in Karamoja.The government Ministries responsible for Lands; Gender, Labour, and Social Development; Local Government; Trade, Industry and Cooperatives; and Finance, Planning and Economic Development, Ministry of Water and Environment, Minisry of Energy will contribute on vital roles there respectively play in the implementation of the Project, these respectively include issues of land; community mobilisation and gender; local governance and regional development; industrial production, trade and cooperatives; private sector development, budgting and economic planning; water for production and climate smart agriculture; rural electrification for irrigation and postharvest handling/agro-processing.

A small Project Tastforce of dedicated focal points in each district production department and liaison staff from the community mobilisation, environment, lands, planning, and engineering departments in the district as well as Ministies, Departments and Agencies (MAAIF, MoLG, MTIC, MGLSD, MWE, Uganda Development Corporation (UDC), Uganda Development Bank (UDB), and MicroFinance Support Center (MSC), etc). This working group will be facilitated with limited resources to enable continuous community engagement, project supervision, South to South learing activities, and for monitoring and evaluation of theproject. These will technically lead the day-to-day operations and district level decision-making.

At local government level, and specifically on Climate Smart Agriculrue, the production department will involve the district CSA taskforces to coordinate, monitor and offer overall guidance and oversight to the project activities. The composition of district CSA taskforces is multi-sectoral; composed of staff and actors from the government departments, (production, environment, planning, commercial, OWC), farmers' federation, civil society organizations and private sector, and therefore the project will foster engagement of actors from these represented sectors to participate and support project implementation. The project will support partnerships building amongst farmer cooperatives and private sector actors, considering that most CSA technology inputs and services are supplied and distributed by the private sector. Also, the project will establish linkages and collaborations with non-state institution and CSO implementing climate action projects in the region to leverage their best practices, innovations and lessons. Also, there will be an effort to establish a working partnership with WFP and FAO for the access of grain storage silos and bins such as the galvanised steel vacuum silos.

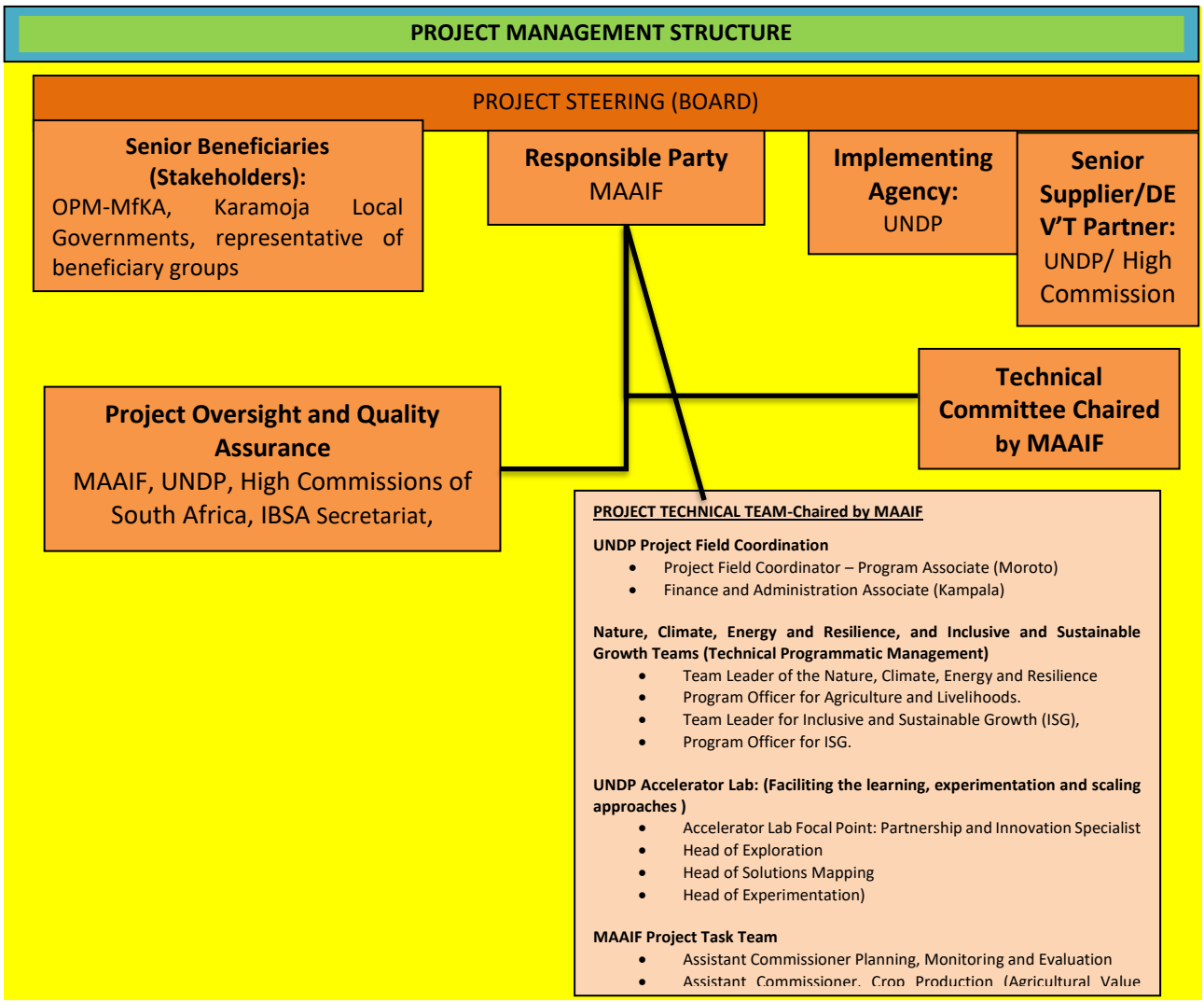
Government agricultural extension staff at district and sub-county level shall be facilitated to provide technical support to the project.

Technical consultants (both international and local) will be sourced and engaged to support the delivery of thematic activities that have been outlined in the workplan. **The Intenational Institute for Rural Reconstruction (IIRR), and international NGO with a track record implementing rural development projects, including in Uganda in partnership with UNDP and MAAIF on the FSURE Project, will be engaged to expedite project implementation and to ensure proximate services on the round for the implementation of the project.**

Project delivery will also depend on active partnerships with Government Ministries, Departments, Agencies and the nine (9) Karamoja Local Government, Members of Parliament from Karamoja, private sector actors, development

partners, financial institutions, philantropists, faith based organisation, research and academic institutions, UN Agencies, UN Resident Coordinator's Office, Civil Society Organisations, and Communities and their Trusts.

The IBSA Fund representative will participate in the regular review of project implementation. The South African High Commissions in Kampala, will participate in the oversight of the project, including periodic strategic performance review meeting, facilitate South-South exchanges with Uganda in the implementation of the Project, support technology transfer by drawing IBSA experiences on large scale and mechanized commercial farming of cereals and oilseed, including the development of functional value chains, agro processing, and primary societies and cooperatives.



A Project Steering Committee (PSC) will be established and chaired by MAAIF. It will be comprised of representatives from the following:

i. Ministry of Agriculture, Animal Industry and Fisheries
ii. United Nations Development Programme
iii. High Commission of South Africa in Kampala
iv. Office of Prime Minister, Karamoja Affairs
v. Ministry of Trade, Industry and Cooperatives
vi. Representatives from the private sector

The Permanent Secretary MAAIF, assisted by the MAAIF Project Focal Point, will be the Secretary to the PSC. The PSC will meet at least every quarter to ensure:

(i) Oversight and assurance of technical quality of outputs including periodic monitoring and assessment visits;
(ii) Close linkages between the project and other ongoing projects and programmes relevant to the project;
(iii) Timely availability and effectiveness of co-financing support;
(iv) Sustainability of key project outcomes, including up-scaling and replication;
(v) Effective coordination of government partner work under this project; and
(vi) Approval of the six-monthly Project Progress and Financial Reports, the Annual Work Plan and Budget.

The members of the PSC will each assure the role of a Focal Point for the project in their respective agencies. Hence the project will have a Focal Point in each concerned institution. As Focal Points in their agency, the concerned PSC members will (i) technically oversee activities in their sector, (ii) ensure a fluid two-way exchange of information and knowledge between their agency and the project, (iii) facilitate coordination and links between the project activities and the work plan of their agency, and (iv) facilitate the provision of co-financing to the project.

A Project Coordination Desk will be established within the MAAIF and will regularly undertake field missions to the project sites in liaison UNDP and host Local Governments. Key functions of the Project Coordination Desk will include:

(i) Technically identify, plan, design and support all activities;
(ii) Liaise with government agencies and regularly advocate on behalf of the project;
(iii) Prepare detailed Work Plans, Budgets, and monitoring plan;
(iv) Be responsible for day-to-day implementation of the project in line with the AWP;
(v) Ensure a results-based approach to project implementation, including maintaining a focus on project results and impacts as defined by the results framework indicators;
(vi) Coordinate project interventions with other ongoing activities;
(vii) Monitor project progress;
(viii) Contribute to the elaboration of UNDP and IBSA Fund Project Progress Reports (PPR) and the annual Project Implementation Review (PIR);
(ix) Facilitate and support the project baseline survey, mid-term evaluation/review and final evaluation of the project;
(x) The Project Coordination Desk will be supported by national and international consultants who will be recruited during project implementation as needed.

IX. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [UNDP] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][12] [UNDP funds received pursuant to the Project Document][13] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

[12] To be used where UNDP is the Implementing Partner

[13] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
   (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
   (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
   (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
   (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
   (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii)

is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

k. Choose one of the three following options:

   Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

   The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively

investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

Project QA Assessment: Design and Appraisal				
Overall Project: Highly Satisfactory				
Exemplary (5) ¥¥¥¥¥	**Highly Satisfactory (4)** ¥¥¥¥¡	**Satisfactory (3)** ¥¥¥¡¡	**Needs Improvement (2)** ¥¥¡¡¡	**Inadequate (1)** ¥¡¡¡¡
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principal criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
• **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted.				
RATING CRITERIA For all questions, select the option that best reflects the project				
Strategic				
1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • **2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.** • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. **Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.*				2 Refer to section on Theory of Change
2. Is the project aligned with the UNDP Strategic Plan? • **3: The project responds to at least one of the development settings as specified in the Strategic Plan[14] and adapts at least one Signature Solution[15]. The project's RRF includes all the relevant SP output indicators.** ***(all must be true)*** • 2: The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)* • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.				3 Refer to Programme Strategy and Results Framework sections

Project QA Assessment: Design and Appraisal		
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	Yes	
Relevant		
4. Does the project target groups left furthest behind? • 3: The target groups are clearly specified, prioritizing discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • **2: The target groups are clearly specified, prioritizing groups left furthest behind.** • 1: The target groups are not clearly specified. *Note: Management Action must be taken for a score of 1. *Projects that build institutional capacity should still identify targeted groups to justify support*	2	See section on Target Beneficiaries
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? • **3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.** • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1	3	Refer to Programme Strategy section
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? • **3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)*** • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1	3	Refer to Programme Strategy section
Principled		
7. Does the project apply a human rights-based approach? • **3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true)*** • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. *(both must be true)* • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1	3	Refer to Programme Strategy Section
8. Does the project use gender analysis in the project design?	3	

Project QA Assessment: Design and Appraisal	
• **3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project.** ***(all must be true)*** • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)* • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. *Note: Management Action or strong management justification must be given for a score of 1	Refer to Development Challenge and Programme Strategy and Results framework Sections
9. Did the project support the resilience and sustainability of societies and/or ecosystems? • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true).* • **2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget.** ***(both must be true)*** • 1: Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Management action or strong management justification must be given for a score of 1	2 See Programme Strategy
10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	Yes
11. Does the project have a strong results framework? • 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)* • **2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate.** ***(all must be true)*** • 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)* *Note: Management Action or strong management justification must be given for a score of 1	2 Refer to Results Framework
12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board? • 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true)*. • **2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles.** ***(all must be true)*** • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.	2 Refer to Programme Organisational Structure

Project QA Assessment: Design and Appraisal		
*Note: Management Action or strong management justification must be given for a score of 1		
13. Have the project risks been identified with clear plans stated to manage and mitigate each risk? • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. *(both must be true)* • **2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.** • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	2	Refer to Legal Context and Risk Management Section; and Risk Register
Efficient		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions. *(Note: Evidence of at least one measure must be provided to answer yes for this question)*	Yes	Refer to Theory of Change
15. Is the budget justified and supported with valid estimates? • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • **2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.** • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	2	Refer to Mult-Year Work Plan
16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation? • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • **2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.** • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	2	Refer to Mult-Year Work Plan
Effective		
17. Have targeted groups been engaged in the design of the project?	2	

Project QA Assessment: Design and Appraisal		
• 3: Credible evidence that all targeted groups, prioritizing discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: **Some evidence that key targeted groups have been consulted in the design of the project.** • 1: No evidence of engagement with targeted groups during project design.	Refer to Development Challenge Section	
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes	
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes	
Sustainability & National Ownership		
20. Have national/regional/global partners led, or proactively engaged in, the design of the project? • **3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.** • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners.	3	
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly. • **2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.** • 1: Capacity assessments have not been carried out.	2	
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes	
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes	

2. Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Karamoja Greenbelts' Women-Led Large-Scale Farming Of Cereals, Legumes And Oil Seeds
2. Project Number	TBD
3. Location (Global/Region/Country)	Uganda

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The project integrates a human rights approach by focusing on the right to food and decent income. It is focused on ensuring that communities who are currently in a state of vulnerability to food insecurity can produce and trade food. The project also integrates the principles of human rights and the rights of marginalized communities.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The project has integrated gender-disaggregated indicators and recognizes the important role played by women in the agriculture and food sector. The project shall be women-led but also include men to carry out activities specified to them by that culture. Specific activities are designed to empower women to lead the initiative, to manage the incomes generated from the project, manage alternative livelihood streams, as well as capacity building for more sustainable food production and marketing.
Briefly describe in the space below how the Project mainstreams environmental sustainability
The project is expected to lead to reasonable environmental benefits, namely through the reducing land degradation trends and through promoting climate smart agriculture practices, particularly those that enhance efficient water harvesting and utilization. The project will enhance integration of livestock into the farming system to take advantage of the organic manure which will lead to sustainable management of soils and water, sustainable harvesting of biomass and biodiversity.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and***	***Significance***	***Comments***	***Description of assessment and management measures as reflected in***

	Probability (1-5)	***(Low, Moderate, High)***		***the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: Outbreak of natural disasters such as locusts	I = 3 P = 1	**Moderate**	The project will involve large expanses of monocrops which makes the invasion of such pests an economic risk	The project shall work with government extension system to ensure surveillance for such potential occurrences detected early and deterrent actions initiated to prevent spread. Communities will also be trained to monitor the occurrence of such disasters.
Risk 2 : Mining operations lead to serious environmental degradation	I = 2 P = 2	**Moderate**	The project intends utilize water harvested and stored in dams for crop irrigation and animal production. Mining activity may contaminate the water.	Undertake sensitisation of Artisanal Small Mimers (ASM) on the use of hazardous products in their mining operations and how that links to the pollution of water sources and eventually entering the human food value chains, where they become disastrous. The ASM shall also be informed about the risk of contamination of export products with residual metals that may cause rejection of entire product consignments. Laws on restoration by investors in mining activities shall be enforced.; responsibilities to mining firms before commencement of operations will be clarified and the ban on the use of mercury in gold mining must be strictly enforced.
Risk 3: Water for production facilities likely to be mismanaged due to absence of functional Operations &Maintenance systems (O&M)	I = 3 P = 2	Moderate	This project shall promote utilization of water for production from dams and these need to be protected from silting and damaging by animals.	Ensure community-based management systems(for example, water user committees are formed for each site) for delivering O&M functions are established and supported to operate effectively. Explore feasibility of contracting private sector to deliver O&M functions at a cost for each site.
Risk 4:Livelihoods of communities living in the low-lying areas in the western parts of Karamoja likely to be affected by flash flooding	I=3 P=2	Moderate	Project shall maintain its activities in the Green Belt which might be low -lying making it vulnerable for flooding	Whereas the districts have resources from the Office od Disaster Preparedness to prepare adequately and to intervene, or to mitigate impacts if such floods occur, the Project shall as part of preparedness train farmers in soil and water conservation technologies (is a CSA practice) to protect fragile ecosystems but also prevent soil erosion and degradation in the greenbelt areas.
Risk 5:The continued occurrence of Land grabbing may cause communities to reject project proposals	I=3 P=2	Moderate	Project requires land to be allocated to women by the elders and user rights confirmed	Project shall create awareness on its implementation modalities that do not in any way allow implementors to possess/use community land themselves except mobilize communities to work their land. Project shall build capacities of communities to advocate for their land rights according to the law of that land. Capacity of community leaders to continually encourage women and men to work their land will be built

The limited interest by the private sector to invest in expanding telephone network coverage in the outlying areas of Karamoja may limit speed of digitalisation of services on the farms and growth of linkages between players within the value chains	I=2 P=2	Moderate	Project would benefit from digitalization of business processes especially marketing and production recordkeeping and information sharing	While telecom companies continue to invest in networking karamoja, the project shall emphasize strengthening of VSLAs and linkages with micro-finance service providers.

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	☐	
	Moderate Risk	X	
	High Risk	☐	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	☐	
	Principle 2: Gender Equality and Women's Empowerment	X	
	1. Biodiversity Conservation and Natural Resource Management	☐	
	2. Climate Change Mitigation and Adaptation	X	
	3. Community Health, Safety and Working Conditions	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Pollution Prevention and Resource Efficiency	X	

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [16]	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No

[16] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[17] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No

[17] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[18]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	Yes
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

[18] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

3. Risk Analysis

	Description	Type	Probability & Impact (1–5)	Mitigation measures / Countermeasures	Owner
1	Current climate and seasonal variability and/or extreme events prevent implementation of planned activities.	Economic, Environmental	Economic loss or physical damage to project activities; the implementation timing of the project is delayed P = 3 I = 5	• Consider current climatic variability during the implementation process. • Focus on climate-resilient species and techniques to: i) assist plant growth particularly in the seedling/sapling phase; and ii) reduce risk of damage from hazard events. • Take meteorological predictions and seasonal variability into account to reduce the risk of damage to plants.	UNDP MAAIF
2	Karamoja sub-region's development priorities shift due to national emergencies	Social, environmental	Project activities are interrupted. Natural and financial capital is lost. P = 3 I = 5	• The project manager and coordination committee will keep abreast of national events and politics to plan contingency activities when/if necessary.	UNDP MAAIF
3	Lack of funds after project may reduce sustainability of project outcomes	Economic	Financial instability may undermine the efforts established during the project implementation, leading back to maladaptive practices (institutional and social) due to lack of funding. P = 2 I = 2	• The project will support the development of multi-stakeholder platforms to discuss project implementation exchange knowledge and lessons learned, assess the potential for replication, develop an up-scaling strategy, a mainstreaming strategy, and a financing strategy that will consider all possible future sources. • The project will also work with district administrations to leverage an increase in budgetary allocations for agricultural production. • The project will also explore alternative and innovative sources of financing from International Financing Institutions and private sector.	UNDP MAAIF
4	Poverty and other social factors prevent local communities from adopting resilient livelihoods for the long-term, instead opting for traditional agricultural practices	Social, environmental	If local communities do not fully get involved in the project due to social factors, they will perpetuate maladaptive practices that will result in a spiralling of the root causes underlying what the project seeks to address – i.e. unsustainable use of natural resources, which will then lead to further degradation of ecosystems. Consequently, the community will continue to be vulnerable. P = 2 I = 4	• During project preparation, stakeholders have been engaged since the design to make sure they own the project and that the project implements "no-regrets" options. • The project will carry out information dissemination activities at the local level ensuring that communities are aware of the benefits of ecosystems and adaptation.	UNDP MAAIF

				• Inclusive interventions such as building participatory and community-based land use plans and the establishment of APFS/FFS will ensure that individuals have a role and stake in the project.	
5	Weak institutional capacity cause delays and logistical challenges to support project implementation	Institutional	Given that the institutional capacities are generally low at the subnational level and coordination between different government agencies is sub optimal, this could impede the implementation of the project and reduce the number of activities that could be delivered. P = 4 I = 4	• Government officials have been engaged since the preparation stage to promote ownership of the project. • Government officials will coordinate the activities of all the partners and stakeholders ensuring that the civil service has a central role in the project's success, maintaining their interest and accountability of the project. • The project will promote inter-ministerial collaboration so as to ensure cross-departmental accountability and cooperation. • Training and capacity building will also be provided, which will allow this project to provide learning incentives.	UNDP MAAIF
6	Limited technical capacity to conduct preliminary studies and design the implementation of activities.	Technical	Preliminary studies do not take place resulting in delayed implementation of project activities. Interventions are not designed appropriately. P=2 I=2	• Identify and develop human resource capacity as required. • Include funds in the project budget for preliminary studies to hire consultants, specialised service providers and NGOs to support project implementation. • Engage field officers to work closely with the project manager of the proposed project to ensure timely delivery of project outputs.	UNDP MAAIF
7	Insecurity	Political	Depending on location, some programme activities may face security challenges including theft and loss of property **L=1; I=4**	• Collaboration with security agencies, the media, and key stakeholders	UNDP MAAIF

4. Project Board Terms of Reference and TORs of key management positions

PROGRAMME BOARD

A programme board will be set up by UNDP to provide policy and strategic guidance as well as advice and support. The Programme Board will be the highest decision-making body set up to guide implementation of the programme. The Board will steer the programme to ensure that the programme allocates the available resources effectively and efficiently to achieve the stated outputs. It will also ensure high level support and participation of key stakeholders both at national and local levels and build synergies with other related institutions that affect or are affected by the results of the programme. The membership and specific TORs for the Programme Board will be reviewed and finalized during the inception phase.

The Programme Board will perform four key roles namely i) the Senior Beneficiary of the programme, ii) the Executive, iii) the Senior Supplier, and iv) Quality assurance.

- The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions.

- In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition.

- Project reviews by this group are made at designated decision points during the running of a project-Normally at least once a year

- The group ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

- Ensure that there is a coherent project Organisation structure and logical set of plans
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress

Board Composition and organization:

IBSA Board will be comprised of representatives from the following:

i. Ministry of Agriculture, Animal Industry and Fisheries
ii. United Nations Development Programme
iii. High Commission of South Africa in Kampala
iv. Office of Prime Minister, Karamoja Affairs
v. Agreed on Representatives from the CSOs/private sector including representative of beneficiary groups

This group contains three roles, including:

1) **An Executive:** individual representing the project ownership to chair the group. In this case its UNDP and will do with MAAIF in liaison with High Commission of South Africa in Kampala to co-chair**.**

    - The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes.

    - The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.
    - This role will be carried out by UNDP Resident Representative or any other official delegated by her to chair the Board. The Executive's function is to represent Programme ownership on the Board. The executive will be responsible for overall management and quality of the Programme, ensuring that the programme is focused throughout its lifetime on achieving its outputs in accordance with the stated outcomes in the UNDP Country Programme and consistent with the UNSCDF

2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide

guidance regarding the technical feasibility of the project. In this case its UNDP and High Commissions of South Africa, other donors where possible**.**

This role will represent the interests of the parties which provide funding and technical expertise to the programme including appraisal and approval of the programme(s), oversight of programme performance, and provision of quality assurance to the Programme

3) **Senior Beneficiary (Stakeholders):** Individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

- Their role will be to represent the interests of all those who benefit from the programme activities and outputs. These will include OPM, MfKA, Karamoja Local Governments, Relevant MDAs: MoLG, MTIC, MWE, MoFPED, MEMD, NARO, Private sector, Civil Society. The senior beneficiary will promote and maintain programme focus on expected outputs and results, making sure that the programme's progress towards the outputs remains consistent from the beneficiary perspective. They will also monitor implementation of programme activities and identify risks to the attainment of the programme outputs and expected results throughout the programme period.

- For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP,
- the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and Donor(s)

- the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Programme Assurance

The role of Programme assurance is to support the Programme board by carrying out Programme monitoring to ensure appropriate programme management milestones are managed and completed. The Programme assurance function will ensure that quality management procedures of UNDP and Programme Board decisions are followed, and the Programme fits into overall country programme.

Programme Assurance will be coordinated by UNDP which will be responsible for i) monitoring progress towards achievement of programme outputs, ii) overseeing compliance of implementation with UNDP policies, and iii) coordinating quarterly and annual reporting including the presentation of work plans and reports to UNDP.

Furthermore, Programme Assurance will ensure that the programme focuses on achieving its objectives within its duration and delivering outputs that are aligned to the outcomes in the UNSDCF and the objectives of NDP III.

- Project Assurance is the responsibility of each Project Board member, however the role can be delegated.

- The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions.

- This role ensures appropriate project management milestones are managed and completed.

- A UNDP Programme Officer /Programme management support typically holds the Project Assurance role working together with technocrats such as MAAIF, target LGs etc.

PROGRAMME MANAGER

The Programme Manager will responsible for day-to-day management and decision-making for the programme, on behalf of the Board, within the constraints laid down by the Board Programme Board. The prime responsibility of the Programme manager is to ensure that the Programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

The Programme Manager will be appointed by the implementing partner (UNDP) and will report to the Board through the Executive. S/he will serve as Secretary to the Project Board meetings and will be responsible for following up and

ensuring the implementation of decisions and recommendations of the programme Board and the audit committee. The following are the specific responsibilities:

Overall programme management:

- Coordinate/manage the realization of programme outputs through projects and activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the UNDP/MSU to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the programme.
- Liaise with suppliers and stakeholders to mobilise the required expertise, resources and infrastructure to ensure implementation of the programme activities; including preparation of terms of reference for consultants and specifications for equipment and consumables to be procured for the programme activities.
- Responsible for administration of the programme and management of the human resources.
- Ensure that project assets are managed and utilized efficiently
- May also perform Team Manager and Project Support roles.

Running the Programme

- Plan the activities of the programme and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications.
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required.
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures).
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports.
- Manage and monitor the project risks as initially identified in the Programme document appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Programme Risks Log.
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare and/or compile regular progress and technical reports for submission to UNDP
- Prepare the Programme Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance.
- Prepare the Annual review Report and submit the report to the Programme Board.
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.
- Undertake other programme-related tasks as may be required for successful implementation of the programme.

Closing the Programme

- Prepare Final Project Review Reports to be submitted to the Programme Board.
- Identify follow-on actions and submit them for consideration to the Programme Board.
- Manage the transfer of project deliverables, documents, files, equipment, and materials to national beneficiaries.
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner

Project Support/Technical Team

The Project Support role provides project administration, management and technical support to the Project Management team as required by the needs of the individual project or Project Manager.

It is necessary to keep Project Support and Project Assurance roles separate to maintain the independence of Project Assurance. Under this project it includes:

- UNDP Project Field Coordination;
- MAAIF Project Task Team;
- ARC-Technical Team support from S.A;
- UNDP Accelerator Lab: (Facilitating the learning, experimentation and scaling approaches)
- Nature, Climate, Energy and Resilience, and Inclusive and Sustainable Growth Teams

Specific responsibilities: Some specific tasks of the Project Support would include:

- *Provision of administrative services:*
- *Project documentation management:*
- *Financial Management, Monitoring and reporting*

- *Provision of technical support services*

PROGRAMME ASSOCIATE

- Provide administrative and programme support to the Karamoja Greenbelts Women-Led Large Scale Farming of Cereals, Legumes and Oilseed Project/Programme.
- Facilitate visits of technical and evaluation missions and subject specific consultancies through timely administrative actions such as arrange for and record meetings with Government implementing agencies and other concerned/relevant parties.
- Maintain a knowledge management system for the programme containing synthesized programme and administrative information on grants, substantive and progress reports, monitoring, schedules, minutes, procurement documents, concepts notes and prodocs, contacts of consultants, key private sector partners and stakeholders etc.
- Draft correspondence on programme and project implementation with UNDP headquarters, participating/co-operating/executing agencies, NGOs, and Government authorities; prepare periodic progress briefs and information updates on the programme and other related initiatives.
- Gather information that is required for production of overviews, synthesis papers, discussion papers, briefing notes for use as reference material in the process of documenting activities of the programme. Participate in meetings, seminars, and workshops in the areas of small enterprise development, micro-finance, private sector development and prepare notes to file.
- Participate in monitoring of programme activities through review of progress and financial reports; undertaking of field project visits; and participating in discussions, meetings, and interviews with stakeholders, and prepare "Back to Office" reports and briefs on the monitoring actions undertaken.
- Contribute ideas in the identification, discussion and formulation of initiatives and projects aimed at the implementation of the ISG Programme and facilitate the preparation of related documents through provision of the relevant sector-specific information and data.
- Participate in reviews and evaluations of the programme components; including preparing draft terms of reference, logistical backstopping of monitoring and evaluation missions, and providing relevant information and briefs to audit and evaluation teams.
- Undertake any other assignments as instructed by the Programme Manager.

DRIVER

Duties and Responsibilities

- Ensures provision of reliable and secure driving services by driving office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other related goods and supplies in/out of Kampala under the authorization of the supervisor.
- Ensures cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
- Ensures proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
- Ensures availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, and map of the city/country, first aid kit, and necessary spare parts.
- Ensures that all immediate actions required by rules and regulations are taken in case of involvement in accidents.
- Carry out office logistic obligations such as photocopying, mail delivery, and others as assigned by his superiors;
- Perform any other duties assigned to her/him.