

2019

Project Implementation Review (PIR)

**UGA SUSTAINABLE CHARCOAL**

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# Basic Data

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| **Project Information** | |
| UNDP PIMS ID | 4493 |
| GEF ID | 4644 |
| Title | Addressing barriers to the adoption of improved charcoal production technologies and Sustainable Land Management practices through an integrated approach |
| Country(ies) | Uganda, Uganda |
| UNDP-GEF Technical Team | Energy, Infrastructure, Transport and Technology |
| Project Implementing Partner | Government |
| Joint Agencies | *(not set or not applicable)* |
| Project Type | Full Size |

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| **Project Description** |
| Charcoal is the preferred cooking energy in Uganda (particularly by urban consumers) because of a variety of reasons including: it is affordable by all cadres of society and the only option available for the many low waged urban employees; it is substantially more efficient than wood and burns with very limited smoke, it has high-energy content per unit weight; it has a higher energy density than wood; it is easier to transport than wood and can be easily transported to markets far away from the forest. As a result, many people consider charcoal a relatively modern fuel rather than a traditional one. Government statistics attests to this. According to Uganda Bureau of Statistics, the total nominal value of household consumption of firewood and charcoal increased by 81.6% from UShs. 18.0 billion In 1996/97 to UShs. 32.7 billion In 2005/06. The value of charcoal consumption more than doubled, while the value of firewood consumption increased by 67.7% for the same period. Notwithstanding its popularity, the charcoal sub-sector remains plagued by inefficient production practices, lack of sustainable supplies of woody biomass and inadequate, often conflicting, policy statements. At this rate, the pressure on natural resources will be exacerbated even further as communities produce more charcoal to meet their livelihood demands and urban charcoal consumer demand.  The overall goal of this project is “Improved charcoal production technologies and sustainable land management practices through an integrated approach in Uganda.” The objective of the project is to secure multiple environmental benefits by addressing the twin challenges of unsustainable utilization of fuel wood (including charcoal) and poor land management practices common in Uganda’s woodland through technology transfer, enhancement of the national policy framework and the promotion of Sustainable Land Management (SLM) and Sustainable Forest Management (SFM) practices. The project consistent with the National Development Plan (NDP) to promote a low carbon emission development path, the National Forestry Policy (2001) that seeks to promote the rehabilitation and conservation of forests, soil and water resources, the National Action Plan (NAP) to combat desertification under the United Nations Convention to Combat Desertification (UNCCD) and other relevant national policy and legal frameworks. The project involves piloting low carbon emission sustainable charcoal technologies and broader sustainable land and forest management practices in four districts: Mubende, kiboga, Nakaseke and Kiryandongo. |

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| **Project Contacts** | |
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| Other Partners | *(not set or not applicable)* |

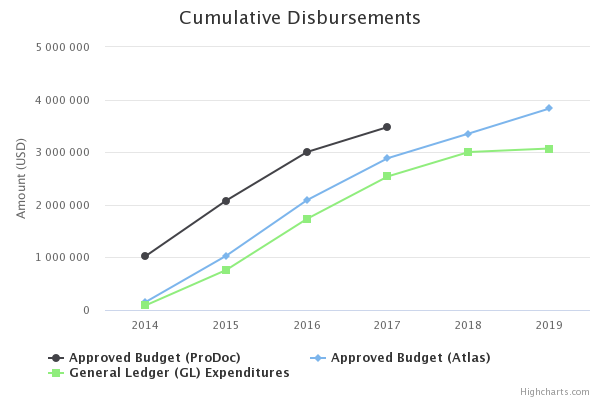
# Overall Ratings

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| Overall DO Rating | Moderately Satisfactory |
| Overall IP Rating | Moderately Unsatisfactory |
| Overall Risk Rating | Moderate |

# Development Progress

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| **Description** | | | | | | |
| **Outcome 1**  **Outcome 1.1 Existing & ongoing policy, regulatory and institutional work on sustainable charcoal and land tenure security integrated with new biomass energy strategy (BEST) under development**    **Outcome 1.2 Improved coordination of institutions managing sustainable charcoal production at pilot**  **district level**    **Outcome 1.3 Improved data collection and monitoring of biomass energy and charcoal production and use (integrated into national database and for use as baseline information in a possible NAMA)**    **Outcome 1.4 Improved charcoal and biomass guidelines and ordinances at district level**    **Outcome 1.5 Heightened awareness of new institutional frameworks and ordnances, guidelines and certification schemes at district level** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| (1.1) Biomass Energy Strategy (BEST) developed, validated, approved and in use. National charcoal survey and updated standardized baseline reports completed based on current data      (1.2) Framework for institutional coordination and resource mobilization developed between MEMD, local government authorities and the National Forest Authority to manage charcoal trade at district level    (1.2) Charcoal by-laws including licensing procedures standardized and strengthened    (1.3) Baseline report and functional biomass database established and hosted at MEMD and published in Uganda Bureau of Standards reports      (1.4) Local guidelines and standards for certification schemes developed, adopted and publicized in targeted pilot districts      (1.5) Awareness and educational program on local guidelines and standards completed in all targeted pilot districts    (1.5) Updated guidelines for measuring biomass (CAI & MAI) calculated using the biomass study technical manual. The technical manual will be updated and revised by year 2 | (1.1) BEST still in design form    (1.2) Biomass energy mandate is distributed across many government agency with no focal point    (1.2) License fees not standardized      (1.3) Current database is uncoordinated, inadequate and unreliable      (1.4) Guidelines and standards non-existent      (1.5) Inadequate and uncoordinated individual /NGO driven and project based programs    (1.5) Biomass measurement guidelines and technical manual are not in use. The technical manual is outdated. | *(not set or not applicable)* | (1.1) Investment mobilized to implement BEST recommendations    (1.1) Standardized baseline accepted by UNFCCC      (1.2) Biomass Unit funded in proportion to revenue collected from the sector & central government budget by year 3.    (1.2) Higher revenue collection by local administration from charcoal by the district by year 2.      (1.3) Updateable baseline and functional database established at MEMD and UBS by end of year 1      (1.4) Guidelines and certification schemes developed and operational by end of year 2.      (1.5) Coordinated awareness campaigns completed in each district by end of year 3    (1.5) Biomass technical manual is updated and available for use by year 2. Updated guidelines developed and in use by year | Over USD 20 million has been mobilized from inter alia World Bank and German Development Agency (GIZ) to support investment in alternative and improved energy technologies in line with the 10-year Action Plan of the Biomass Energy Strategy (BEST).    Also, the National Charcoal Standardized Baseline that was developed in partnership with GIZ, has been approved and registered with UNFCCC. The standardized baseline informed the preparation of the draft Charcoal NAMA for Uganda as well as the draft National Renewable Energy Policy 2018.    Coordination between central and local Governments in the management of charcoal value chain has improved following the development of an institutional coordination framework. The coordination mechanism spells out the roles of among others the districts’ forest officers in supervising the forest establishment, charcoal production and roles of other institutions such as ministries responsible for Transport and Trade in regulating the transportation and trade in charcoal respectively resulting in significant improvement in the management of the charcoal industry.    In addition, the draft Charcoal Industry Ordinances and District Charcoal Action Plans prepared with support from the project, will enhance coordination, charcoal production and trade; and revenue collection at district level. The District Charcoal Action Plans which have been integrated into districts development plans will contribute to development of a sustainable charcoal industry in the project focus districts.    An update-able baseline and functional database was designed and established in 2016/2017. However, this has not been operationalized because of technical hiccups which are being addressed. To ensure continuous monitoring, a non-computer-based system is being utilised. In addition, data from the laboratory in Nyabyeya Forestry College established with support of the project is informing marketing and pricing strategies of charcoal producing associations in the project focus districts and beyond. The laboratory provides data on the quality of charcoal from different tree species and efficiencies of different technologies promoted by the charcoal producing associations.    National Charcoal Guidelines for sustainable charcoal production, storage, transportation and trade in Uganda have been developed. The Guidelines; a) provide a regulatory framework for sustainable charcoal production and trade; b) promote the adoption of appropriate charcoal production and harvesting technologies; c) establish standards for charcoal production, post-harvest handling, value addition and trade and; d) a certification mechanism for best practices in the charcoal value chain.    There is heightened awareness of regulatory frameworks and guidelines in the project focus districts as well as neighboring districts of Luwero, Nakasongola, Amulata, Kibaale and Kyegegwa. Approximately 300,000 households (2.5 million persons – M:1,700,00; F:800,000) have been sensitized on charcoal regulatory frameworks and guidelines through 116 live radio talk-shows and radio spot messages, community meetings and multi-stakeholder dialogues facilitated by the project. | 1.1 Mobilization of resources continued under NBEST, with a US$ 17.8m Biogas NAMA Project under GEF/UNDP, whose implementation commenced in April 2019. An additional US$ 2.28m has been mobilized under the Promotion of Renewable Energy and Energy Efficiency Program (PREEEP). A fully completed funding proposal for $20m for Institutional Cook stoves, previously earmarked for funding by GIZ has not materialized as the donors pulled out at the last hour. Efforts are underway to mobilise alternative funding partners.  1.1 The standardized baseline that was accepted continues to be used in policy development and reporting on Biomass energy    1.2 Government of Uganda’s willingness to fund Biomass Unit has been demonstrated through support to funding arrangements included in Charcoal NAMA as guided by NBEST. However, Ministry of Finance has not yet allocated funds.  1.2 Revenue collections system has not been effected as it awaits the gazettement of the Charcoal Ordinances.    1.3 The non-computer-based monitoring tools have been standardized and are used to collect monitoring data. Reports about the efficiency on charcoal technologies and impacts on climate smart agriculture; sustainable land/forest management practices are being produced.    1.4 National charcoal guidelines have been developed and are being disseminated among the project districts and being promoted for adoption at a national level. Effective implementation is pending gazettement of the charcoal Ordinances. Certification and labelling scheme is being finalized for piloting.    1.5 Awareness campaigns continue to be implemented in project districts through FM Radio call in talk shows. Sensitization meetings are organized at district levels and over 3.4 million people, (M: 1.76m and F: 1.68m) are being reached through radio and community outreach.    1.5 Biomass technical manual and guidelines have been developed and being used |
| **The progress of the objective can be described as:** | | **Off track** | | | | |
| **Outcome 2**  **Outcome 2.1 Low-carbon charcoal production technologies have successfully replaced inefficient systems in targeted pilot districts**  **Outcome 2.2 Sustainable charcoal recognized as a viable SME in pilot districts by end of project**  **Outcome 2.3 Carbon finance is integrated into sustainable charcoal practice in targeted areas**  **Outcome 2.4 Increased incomes for all charcoal cooperatives involved in project**  **Outcome 2.5 Technical support for charcoal briquetting producers enhanced** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| (2.1) 60 sustainable charcoal cooperatives organized and operational with 2,400 charcoal champions in pilot districts. Activities to meet this KPI will involve:  • Developing ranking criteria for categorizing charcoal producers or entrepreneurs  • Conducting surveys to rank different actors into pre-determined categories  • Training of all groups on local ordinances and standards for sustainable charcoal certification schemes as well as improved kiln technologies  • Demonstration of Casamance kiln operation and viability to target group (total of 400 casamance kilns deployed)  • Demonstration of retort kiln operation and viability to target groups (total of 200 retort kilns deployed)  • MRV, tracking and licensing system established for all improved kilns piloted  • All groups in compliance with certification standards (as per Output 1.4.1)    (2.2) Delivery model to support consumer financing schemes for charcoal producing groups with local financial institutions established.    (2.3) Basic Project submitted for registration to appropriate authority under an appropriate carbon development methodology in the Voluntary Market and/or a Sustainable Charcoal NAMA Design Document developed and endorsed    (2.4) Profit margin per output unit of charcoal produced with new technologies increased by at least 20% per group (with new kilns) as compared to baseline scenario for all participating charcoal cooperatives    (2.5) Training and technical assistance provided to all briquetting businesses that are receiving loans from Micro-Finance Institutions in conjunction with CleanStart | (2.1) BAU Carbonization Technologies = Earthmound Kilns @ 10% efficiency conversion  (2.1) Biomass Sources = non-renewable  (2.1) No widespread use of improved kiln technologies and those that are in use are not licensed or monitored  (2.1) Charcoal producers in target districts are not formally organized and do not have access to improved carbonization technologies    (2.2) No recognized charcoal production SMEs in target areas  (2.2) No organized charcoal producer organizations    (2.3) No carbon finance projects in Uganda dealing with sustainable charcoal have been registered with a carbon authority  (2.3) No charcoal NAMA Design Document developed or submitted    (2.4) Average income of a typical itinerant charcoal producer in target districts established as baseline during year 1    (2.5) CleanStart scoping mission documented that at present there are about 17 formal briquette makers in Uganda, receiving limited training and financial assistance  (2.5) A detailed baseline will be done as part of the CleanStart operations | *(not set or not applicable)* | (2.1) 143,314 metric tons of wood saved over project lifetime from improved kilns compared to BAU scenario (14,431 hectares of avoided deforestation)  (2.1) Lifetime energy savings (compared to BAU scenario) of 1,843,200,000 MJ for Casamance kilns (avoided emissions of 210,816 tCO2eq) ; and  (2.1) 9,737,142,857 MJ for retort kilns (avoided emissions of 1,113,686 tCO2eq)  (2.1) additional lifetime avoided methane emissions for all retort kilns introduced of 252,000 tCO2 eq    (2.2) 60 charcoal producer associations with over 2400 members established and registered (15 in each district) and operating sustainable charcoal businesses by end of project  (2.2) Consumer financing schemes available for registered charcoal producing (CPA) associations by end of project. By end of project 20% of the registered CPA qualify for credit facilities from local financial institutions    (2.3) Carbon Project successfully registered for carbon financing under Voluntary Carbon Standards by end of year 3.  (2.3) NAMA Design Document developed and endorsed by end of year 3    (2.4) At least 5 CPAs in each district supply charcoal directly to large wholesalers in urban areas    (2.5) The CleanStart business plan noted that the opportunity exists for the number of briquette producers to increase to at least 50 and daily production can easily be raised 8 tons to 50 tons per day. If confirmed the target would then be to provide training and TA to at least 50 charcoal briquetting enterprises by the end of the project  (2.5) A detailed baseline will be done as part of the CleanStart start-up and call for proposals with FSPs  (2.5) Emission reductions from TA for the briquetting enterprises will be developed once its confirmed whether the relevant FSPs will indeed provide loans for the improved machines | 66,282 metric tons of wood have been saved as a result of low-carbon charcoal producing technologies that are slowly but steadily replacing inefficient BAU systems of producing charcoal in the pilot districts of Kiboga, Mubende, Kiryandongo and Nakaseke as well as in neighboring districts. This is expected to increase as more producers adopt the improved charcoal producing technologies.    Based on field experience and anecdotal information, it is estimated that the improved technologies are now being used by at least 25% of all charcoal producers in the target districts up from a baseline of 0% at the beginning of the Project in 2014.    Also, an estimated tonnage of 66,282 metric tons of wood have been saved following the installation of 185 Casamance kilns and 10 retorts in the 4 pilot districts. A total of 800 beneficiaries including 240 women in the pilot districts have been equipped with skills to efficiently utilize the improved charcoal production technologies. In addition, following a learning visit to Namibia, the project has piloted the Namibian kiln at Nyabyeya Forestry College with very promising results. The estimated tonnage of wood saved translates into 6,674 hectares of avoided deforestation.    Over 40 charcoal producers groups, 15% of which are led by women have been established following the recognition of sustainable charcoal as a viable business in the targeted districts. A report by Good Fire - a reputable charcoal industry research firm - reported that 24 charcoal producer groups (M:151; F: 72) in the pilot districts have been equipped with entrepreneurship skills for sustainable charcoal enterprise development and management.    In addition, consumer financing schemes for charcoal producing groups with local financial institutions have been established. About 40% of the registered charcoal producer associations in the project pilot districts are able to accress credit facilities from local financial institutions. According to the report by Good Fire Limited two Micro Finance Institutions in Kiryandongo district have signed Memoranda of Understanding with 7 Charcoal Producer groups while In Kiboga, 4 Memoranda of Understanding have been signed between the 9 charcoal producer groups and local financing institution Kiffi.    A draft NAMA for the charcoal value chain has been developed with the support of the project. It seeks to address issues and challenges hindering the sustainable transformation of the charcoal value chain towards a green and clean path.    The 7 charcoal producing associations in Kiryandongo have been capacitated to establish profitable business linkages with large wholesalers in urban areas for green charcoal. The business linkages have resulted in 41% increase in price paid to Charcoal Producer Associations for green charcoal. The price of a piece of charcoal from local kilns is Ugx 25,000 (USD 7). An equivalent of volume of green charcoal is priced at Ugx 35,000 (USD 9.2). | 2.1 42 registered charcoal producing associations and 5 briquetting groups are operational in the project area. The groups are using 337 units of Casamance in charcoal making. This translated into about 120,741 metric tons of wood have been saved within the Project area.  2.1 Lifetime energy savings (compared to BAU scenario) of 1,552,896,000 MJ for Casamance kilns (avoided emissions of 177,613 tCO2eq); and  486,857,143 MJ for retort kilns (avoided emissions of 55,684 tCO2eq).  2.1 additional lifetime avoided methane emissions for all retort kilns introduced of 12,600 tCO2 eqv.    2.1 Lifetime energy savings of the 337 casamance kilns is estimated at 1,397,606,400MJ, and avoided emissions of 159,851tCo2eq.  Lifetime energy savings of the 10 retort kilns is approximately 486,857,143MJ, and avoided emissions at 55,684tCO2eq.    2.2 Whereas players in the charcoal value chain have been organized into 42 registered charcoal producing associations, their charcoal businesses are still not considered fully sustainable due to factors including limited supply of sustainable feedstock, land ownership, nomadic nature of charcoal producers among others. However, the move to have them registered is in line with the ‘soon to be gazetted’ ordinances, which will require players in the value chain to be registered with a charcoal producer association.    2.3 The Charcoal value chain NAMA was finalized. The proposal has been shared with potential funders, for funding support. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 3**  **Outcome 3.1 Strengthening the capacity of key stakeholders in SFM and SLM best practices and establishment of sustainable woodlots**  **Outcome 3.2 SLM/SFM knowledge effectively transferred from ongoing SLM Best Practices in the neighboring Cattle Corridor districts replicated in the four target districts** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| (3.1) Improved capacities of stakeholders in targeted districts to manage SFM and establish dedicated renewable biomass feed stocks. More specifically:  - At least 1,100 private woodlot owners in the four pilot districts identified, trained and contracted to make land available for woodlot establishment (minimum 5,900 hectares set-aside).  - Training all communities/woodlot managers on new charcoal regulations and SFM best practices, including use of specified tree species and optimal ecological yield from such species.  -Technical support provided to all woodlot owners on tree nursery management as an entrepreneurial activity with target to plant over 17.4 million seedlings  - Dissemination of over 17.4 million tree seedlings to woodlot owners  - Establishment of land use and forest management plans (including zoning and mapping of forest areas) for all targeted woodlot areas  - Contracts signed between woodlots owners and charcoal producer groups for feedstock supply    (3.2) SLM/SFM knowledge effectively transferred from ongoing SLM projects in neighboring districts to four pilot districts for this project. | (3.1) No community or private woodlots for charcoal production in targeted districts  (3.1) Degraded forests and agricultural land in the four districts    (3.2)  \* Limited amount of land in targeted districts under SFM regimes or benefiting from SFM practices (baseline to be established during year 1)  \* 4,800 ha of land across four districts deforested each year for charcoal production  \* Conservation farming not widely practiced across target districts  \* Communities in targeted districts have not had exposure to the SCI–SLM approach or LADA tool  \* District Land Use Planning staff have little knowledge of techniques that support community planning, implementation processes and land degradation assessment  \* No detailed mapping of biomass stocks (both forestry and agricultural areas) done in targeted districts  \* No method in place to accurately measure and monitor land use change and deforestation in targeted districts | *(not set or not applicable)* | (3.1)  - Accumulated yields of 368,770 MT of renewable biomass produced over 5,900 hectares under woodlot management by end of project (year 5) and 1,475,083 MT of biomass accumulation over the lifetime.  - Net avoided lifetime emission reductions of 2,699,402 tCO2 of avoided deforestation compared to the BAU scenario from use of this renewable biomass in kilns compared to a BAU scenario    (3.2)  - 50,000 ha of forestlands across four pilot districts brought under improved multifunctional forest management leading to enhanced carbon sequestartion of 2,100,000 tCO2eq over lifetime  - A least half of land under improved SFM registers reduction in land degradation by at least 20% as measured by reduction in soil erosion and improvement in soil organic matter  - Conservation farming practices piloted leading to verified improved soil organic matter and yield increasesd across 400 hectares  - Community’s indigenous knowledge of SLM enhanced using the “Stimulating Community Innovations (SCI–SLM) approach ” to generate local solutions to land degradation  - Land use planning (one each target district) done using FAO-LADA-WOCAT developed.  - District Land Use Planning staff trained in the use of techniques that support community planning, implementation processes and land degradation assessment  - Mapping completed of all targeted areas under sustainable forestry management as well as agricultural lands under SLM in collaboration with FAO and National Forestry Authority’s new GIS/mapping platform | About 5,888 hectares of well grown planted sustainable charcoal woodlots of mainly eucalyptus tree species have been established in the four pilot districts. This acreage is determined after factoring in the seedling survival rate of 72% and considering farmer practices.    A total of 6,542,000 seedlings have been planted by about 1,800 tree planters, 18% of whom are women. This translates into about 551,580 metric tons of renewable biomass by year five.    30,621 hectares of forest land (natural and planted forest lands) across four pilot districts have been brought under improved multi-functional forest management leading to enhanced carbon sequestration of 1,297,296 metric tons of carbon.    There has also been reduced land degradation and increased soil fertility. As a result, vegetation cover and crop yields have increased. Over 100% increase in crop yields have been recorded among seasonal crops such as maize, beans, vegetables and ground nuts.    Also, farmers that have adopted the ‘fanya chini /fanya juu’ practices, application of organic manure and inter-cropping of trees with crops (taungya) have increased recorded a 28% increase in yields of their perennial crops such as coffee and bananas.    Building on community indigenous knowledge on water and soil conservation, over than 420 hectares of garden area in the four pilot districts are Climate Smart Agriculture practices. About 61% of women are involved in CSA compared to 39% of men. In addition, farmers are using indigenous knowledge in control of pests such as army worm using hydro-carbon repellents and ensuring efficacy by spraying at night to target the nocturnal pest. Also, indigenous knowledge has been used in trapping problem animals such as squirrels.    Additional innovation has been recorded in the use of pyrolysis oil that is produced during charcoal making process using Casamance. The oil is used to repel agricultural pests such as termites that destroy crops and trees. Although there is no scientific basis to promote the use of this oil, local communities assert that the oil can be used for cosmetic purposes in addition to having curative properties for example treating of simple skin wounds. | About 6,208 hectares of land under established forest plantation.  A total of 6,898,000 seedlings have been planted. Translates into 581,595 metric tons of renewable biomass by year five      3.1 A total of 6,208 hectares of land has been planted with mostly eucalyptus seedlings. It is estimated that natural forest cover stands at 23,792 hectares totaling to 30,000 hectares of forests within the four project districts. This forest cover would translate into enhanced carbon sequestration of 1,310,872 tCO2eq over lifetime.    Conservation farming practices based on Climate Smart Agriculture has recorded increased yields. According to the monitoring data, yields of as high as 80% increase have been recorded for perennial crops. Increased flower retention, improved plant turgidity have been observed where CSA practices have been practiced.    Pertinent staff at the District involved in land use planning, community engagement (including Agricultural officers, Forestry and Environment officers) were trained in techniques that support community planning, implementation processes and land degradation assessment. Capacity of the pertinent staff to work with communities in land use planning was enhanced. |
| **The progress of the objective can be described as:** | | **On track** | | | | |

# Implementation Progress



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| Cumulative GL delivery against total approved amount (in prodoc): | 88.23% |
| Cumulative GL delivery against expected delivery as of this year: | 88.23% |
| Cumulative disbursement as of 30 June (note: amount to be updated in late August): | 3,070,289 |

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| **Key Financing Amounts** | |
| PPG Amount | 100,000 |
| GEF Grant Amount | 3,480,000 |
| Co-financing | 14,662,108 |

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| **Key Project Dates** | |
| PIF Approval Date | Nov 11, 2011 |
| CEO Endorsement Date | Dec 16, 2013 |
| Project Document Signature Date (project start date): | May 20, 2014 |
| Date of Inception Workshop | Oct 24, 2014 |
| Expected Date of Mid-term Review | Apr 28, 2017 |
| Actual Date of Mid-term Review | Apr 28, 2017 |
| Expected Date of Terminal Evaluation | Nov 20, 2019 |
| Original Planned Closing Date | Nov 20, 2019 |
| Revised Planned Closing Date | Nov 20, 2019 |

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| **Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)** |
| 2018-11-15 |

# Critical Risk Management

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| Current Types of Critical Risks | Critical risk management measures undertaken this reporting period |
| Regulatory | Risk: Inadequate development of an enabling policy environment to enhance assimilation of new technology into mainstream national natural resources management arrangement may reduce the attractiveness of the sector for private investment    Mitigation measures: The Government of Uganda, through the Ministry of Energy and Mineral Development has demonstrated its commitment towards implementation of the National Biomass Energy Strategy (NBEST). Working with the Ministries of Local Government and that of Justice and Constitutional Affairs, the Government is finalizing the gazettement process of the Charcoal Ordinances that were developed on a pilot basis by the project districts. The Ordinances promote use of improved charcoal making technologies and out-law the traditional kilns among other measures to stem the unsustainable use of biomass. Through the Project, Charcoal Guidelines, have been developed that promote the use of improved charcoal making technologies. Certification, packaging and labelling schemes are also being finalized to promote sustainable charcoal produced using improved technologies. All these initiatives on the part of the government, with increasing awareness and concerns about the unsustainable charcoal practices have created an enabling environment to enhance assimilation of new technologies into mainstream national natural resources management, that will attract the attention of the private sector for investment. |

# Adjustments

**Comments on delays in key project milestones**

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| **Project Manager: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| Not applicable |

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| **Country Office: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| With the benefit of hindsight, the initial timeframe planned to achieve the ambitious objectives of this project was not realistic. The 18 months no-cost extension has been crucial in enabling the project to deliver significant GHG savings and greater impact. In line with the UNDP-GEF policy, the Country Office commissioned the terminal evaluation of the project in August 2019, four months before operational closure. |

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| **UNDP-GEF Technical Adviser: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| Due to delays related to the project start as well as lengthy procurement delays, the implementing partner requested a project extension of 18 months. UNDP-GEF management approved the extension and the revised closing date is 20 November 2019. I fully endorse the Country Office's comments above that the extension period has allowed the project to procure more efficient charcoal production technologies and to realize GHG benefits. |

# Ratings and Overall Assessments

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| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Manager/Coordinator** | Satisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | Satisfactory. We rate ourselves as satisfactory, on the grounds that the implementation of the project activities have successfully been undertaken to realize the outcome and this project, which has significantly contributed to the project’s overall goals of securing multiple environmental benefits by addressing unsustainable utilization of fuel wood and poor land management practices.  Outcome 1 was about policy and institutional coordination. The Project has been able to demonstrate and justify the need for effective coordination between the Ministries of Water and Environment, that of Local Government and that of Energy and Mineral Development plus other identified key stakeholders as far as charcoal, an energy resources from biomass is concerned. Policy gaps have been identified for redress at a national level. Policy and legal instruments such as Charcoal Guidelines and Ordinances have been produced, tested and incorporated in policy briefs for follow up at a national level. A major investment project, the Charcoal NAMA has been produced based on lessons learned to be implemented at a national level.  Outcome 2 was about identifying and promoting efficient charcoal making technologies. This has been done through testing out three technologies, the Casamance, the Retort and Namibian Kiln. Working with the Nyabyeya Forestry College, a research lab was equipped to work with charcoal producers who were mobilized into charcoal producing associations. Based on responses from communities and tested trials, the Casamance technology has proven to be user-friendly, easier and cheaper to fabricate and more efficient. The technology has been better adopted by the beneficiary communities and is widely accepted. The technology has been exported to other non-project districts such as Karamoja and even in South Sudan, some interests has been reported. Other technologies such as the Retort and Namibian Kilns have not fared well in terms of their efficiency, affordability and user-ability.  Outcome 3 was about sustainable forest and land management. This has been realized through promotion of and adoption of climate smart agriculture, where soil and water conservation have demonstrated increased crop yields in annual and perennial crops of more than 100% and 80% respectively. Tree planting has not only met the targeted levels, but also increased interest of tree planting among the farming communities. Land use planning has been promoted and technical staff trained in its application | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP Country Office Programme Officer** | Moderately Satisfactory | Moderately Satisfactory |
| Overall Assessment | The project has substantively contributed to its development objective of achieving multiple environmental benefits through an integrated approach; addressing unsustainable utilization of fuel wood (including charcoal) and poor land management practices through technology transfer, enhancement of the national policy framework and the promotion of sustainable land and forest management practices.    Among the environmental benefits that have been achieved are cleaner air and reduced global warming resulting from reduced emissions following the use of more efficient charcoal production kilns, avoided methane emissions from retort kilns, maintaining biomass that sequesters green house emissions and from using conservation agriculture practices that reduce release of soil carbon into the air. These depict utilization of integrated approaches in sustainable land and forestry management, and improved technologies.    In addition, the potential for enhancing environmental benefits through use of guidance from legislation and policy was exploited through the National Biomass Energy Strategy which was used as a resource mobilization tool and a way of linking the sub-sector to other national development frameworks in the country. US$ 17.8m was mobilsed from UNDP/GEF to support the implementation of the Biogas NAMA Project. An additional US$ 2.28m has been mobilized under the Promotion of Renewable Energy and Energy Efficiency Program (PREEEP). In addition, a Charcoal NAMA project Proposal has been developed and submitted to potential donors for funding.    The national policy frameworks were enhanced by strengthening their anchors at the sub-national levels where actual charcoal production, packaging, transportation, marketing and utilization happens, in bye-laws, ordinances and national charcoal guidelines. The integrated approaches were reinforced with monitoring frameworks that targeted changes in land degradation, soil fertility depicted by changes in organic matter content and actual increases in crop yields. The district charcoal ordinances have been adopted by the District Councils and are in the process of gazzement.      Heightened awareness created about the new guidelines, bye-laws and ordinances has nullified the risk for promotion of technologies causing higher levels of land degradation from increased harvesting. Capacities of charcoal producers were built substantially contributing to the development of viable Small/Medium size charcoal enterprises, particularly empowering women more than men. Promotion conservation agriculture practices reduced the gender parity issues identified as risk to the project.    Private sector was engaged through the entire value chain actions, taking care to disseminate the cost benefit analysis associated to converting wood biomass to charcoal instead of timber, again exposing new livelihoods options, which is likely to sustain results of this project.    The promotion of and adoption of climate smart agriculture practices has resulted in increased crop yields in annual and perennial crops of more than 100% and 80% respectively. Tree planting has not only met the targeted levels, but also increased interest of tree planting among the farming communities. Land use planning has been promoted and technical staff trained in its application.    Implementation progress is only moderately satisfactory as the extent of delivery on several set outputs lagged behind what was delivered during the previous year(s). In some cases, outputs that would complement each other were not delivered conclusively, jeopardizing the likelihood for sustainability of the results. For example, whereas many trees /woodlots were established, forest land use plans were not made and CAI was not established for any of the woodlots. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **GEF Operational Focal point** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Implementing Partner** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Other Partners** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP-GEF Technical Adviser** | Moderately Satisfactory | Moderately Unsatisfactory |
| Overall Assessment | As the terminal evaluation is currently being conducted, this PIR report represents the final project report. The project results framework does not include any objective-level indicators or targets, which could be considered a project design oversight and a lesson for future programming. By default then, this assessment will focus on the achievement of outcome-level targets. It should be noted that the project’s 12 outcomes exceeds the maximum number of recommended outcomes as per current UNDP-GEF guidance of no more than eight project outcomes. Taking into consideration the cumulative progress achieved to date and the fact that the project has reached the end of its implementation period, a rating of Moderately Satisfactory has been assigned for development objective progress. The analysis below substantiates the rating.    Component 1 addresses data collection and improved coordination and enforcement of regulations governing the biomass energy sector, in particular those related to sustainable charcoal. As the project nears completion, the results under this component have been mixed. The National Biomass Energy Strategy (BEST) has been validated and approved and provides a useful strategic framework for enhancing the sustainability of the biomass energy sector. While the government has started to use the strategy to attract investment in the sector, the investment mobilized to date is not yet at a level that is sufficient to implement the BEST recommendations. It is also fair to say that the framework for institutional coordination and resource mobilization between MEMD, local government authorities and the National Forest Authority to manage the charcoal trade has not yet been put in place. Importantly, the achievement of several outcomes under this component – notably the implementation of the national charcoal guidelines and the revenue collection system – is pending the gazettement of the charcoal ordinances. The Ministry of Finance has not allocated funds to operate the Biomass Unit. This is all important work that will need to continue following project completion. On the positive side, the awareness raising campaign has reached a high number of people, in particular in target pilot areas.    Component 2 deals with financial incentives and the roll-out of appropriate technologies (i.e. improved kilns) for sustainable charcoal production and sustainable land management in the four selected charcoal-producing districts. While there has been limited progress in terms of putting place consumer financing schemes, a total of 105 Casamance kilns, 10 retort kilns and five Namibian kilns have been installed in the four pilot districts of Kiboga, Kiryandongo, Mubende and Nakaseke. The project team estimates that a total of 233,297 tonnes of CO2 has been avoided thanks to the deployment of Casamance kilns and retort kilns in the project area. If validated, this would be a postive result but still well short of the end of project target of 1,324,502 tCO2 in avoided emissions. While there are currently 42 registered charcoal producing associations and five briquetting groups operating in the project area, their charcoal businesses are still not considered fully sustainable due to factors including limited supply of sustainable feedstock, land ownership, nomadic nature of charcoal producers, among others. Importantly, up until now, there has been no attempt to measure the increased income for charcoal cooperatives as a result of the use of improved technologies.    During a Regional Service Centre mission to Uganda in March 2019, the mission team carried out a field visit to one of the project sites in Nakaseke district, about 148 km northwest of Kampala, together with the project team. The team visited the tree planting and charcoal producers association, a woodlot owner, and a farming community in Nakaseke district, all of whom have benefited from the project. One of the things that struck the mission team is the scale of deforestation in the district, even compared to their last site visit to Nakaseke district in 2015. While clear cutting for commercial agriculture is the main driver of deforestation, it is clear that the high demand for charcoal, which corresponds closely with high rates of urbanization, is outpacing the project’s ability to keep up. The charcoal producers we met with mentioned that the availability of raw materials, i.e. wood, is increasingly becoming an issue. Despite the project’s best intentions, including the introduction of more efficient charcoal conversion technologies and the tree planting activities, it is clear that charcoal production in the district is not sustainable. To enhance the sustainability of the initiative, it is recommended that in the post-project period, district officials should put a strong emphasis on plantation forestry. In the medium term, the government may want to consider alternatives to charcoal such as LPG, as Uganda is quickly running out of firewood and charcoal.    Good results have been achieved under Component 3 on strengthening the capacity of key stakeholders in sustainable forest management and sustainable land management best practices and establishment of sustainable woodlots. An area of 6,208 hectares of land has been planted with mostly eucalyptus seedlings, against a target of 5,900 hectares of community woodlots. It is important to note, however, that both the project document and the social and environmental screening had called for the planting of indigenous fast-growing trees, whereas the project has planted mostly exotic eucalyptus species. The environmental impacts of eucalyptus plantations have not been adequately taken into account by the project and should be addressed going forward. With the benefit of hindsight, the target of 50,000 hectares of forestland brought under improved forest management was overly ambitious. An area of 50,000 hectares is equivalent to 500 square kilometers. It is worth noting that the Regional Centre mission observed a high level of ownership at the district and at the local levels in terms of the conservation agriculture and tree planting activities.    A rating of Moderately Unsatisfactory has been assigned to implementation progress for this year, mainly due to the very low annual delivery rate of just 15% and the fact that the measures to mitigate the critical regulatory risk have not been sufficient. When taking into account the uncleared NEX advances of $132,910, the delivery rate increases to 43%, which is still below the 50% threshold. It should be noted that we would typically not expect that all of the NEX advances would be expended. As per the PIR guidance, it is advised that the overall IP rating should not be in the satisfactory range if the delivery rate against the approved annual budget is less than 50%. Cumulative delivery currently stands at 88%, which is slightly below where it should be considering that the project is in its final months.    Key targets for 2018 include:  1. National Charcoal Guidelines and policy brief developed.  2. Charcoal ordinances in the 4 pilot districts finalized.  3. National Charcoal Standards finalized and gazetted.  4. Capacity of 15 selected technical staff in the pilot districts to capture data on, measure and monitor biomass strengthened.  5. Improved charcoal production technologies (105 Casamances, 10 retort kilns and 5 Namibian kilns) installed in the pilot districts.    By and large, last year’s work plan was effectively implemented and the key targets were met. National Charcoal Guidelines for a sustainable charcoal value chain were developed. The guidelines provide a regulatory framework for sustainable charcoal production and trade; promote the adoption of appropriate charcoal production and harvesting technologies; establish standards for charcoal production, post-harvest handling, value addition and trade; and a certification mechanism for best practices in the charcoal value chain. Charcoal ordinances and District Charcoal Action Plans were finalized in the four pilot districts. The District Charcoal Action Plans have been integrated into district development plans. This should lay the groundwork for improved revenue collection from charcoal production and trade in the focus districts. While draft National Charcoal Standards have been developed, they have not yet been gazetted. As described earlier, this is holding back several important project outcomes. The project has helped to strengthen the biomass measurement and monitoring capacities of 18 local government officials. | |

# Gender

**Progress in Advancing Gender Equality and Women's Empowerment**

This information is used in the UNDP-GEF Annual Performance Report, UNDP-GEF Annual Gender Report, reporting to the UNDP Gender Steering and Implementation Committee and for other internal and external communications and learning.  The Project Manager and/or Project Gender Officer should complete this section with support from the UNDP Country Office.

|  |
| --- |
| **Gender Analysis and Action Plan:** *not available* |
| **Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.** |
| [Gender Analysis.doc](https://undpgefpims.org/attachments/4493/213340/1729432/1744600/Gender%20Analysis.doc) |

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| **Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):** |
| Contributing to closing gender gaps in access to and control over resources: Yes |
| Improving the participation and decision-making of women in natural resource governance: Yes |
| Targeting socio-economic benefits and services for women: Yes |
| Not applicable: No |

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| **Atlas Gender Marker Rating** |
| **GEN1:** some contribution to gender equality |

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| **Please describe any experiences or linkages (direct or indirect) between project activities and gender-based violence (GBV). This information is for UNDP use only and will not be shared with GEF Secretariat.** |
| N/A |

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| **Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.**    **Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.** |
| There has been training of charcoal associations in the entrepreneurial skills addressing gender equity where women have been encouraged to take a leading role. Training has also targeted charcoal producing associations in ensuring that there is equality and women are empowered through enabling them control of financial resources.  Under outcome 2 – promotion of efficient charcoal making technologies, the project has supported capacity-building programs with the charcoal and briquette producing associations. Under these Associations, the project contributed in ensuring gender issues and relations were integrated. The Associations were sensitized about the importance of gender equality and both women and men were supported to play their fulfilling roles at different charcoal value chains.  Under outcome 3 – promotion of sustainable land management, women have shown more interests than men, in the adoption and promotion of climate smart agriculture. The Project has played a facilitatory role to ensure both men and women participate in the implementation of the project activities related to climate smart agriculture. Even where culturally, women don’t own land and so they cannot plant trees, the project has encouraged consideration of women in tree planting. This has assisted in increasing tree coverage and survival rates as trees are even planted in marginal places such as along boundaries of family lands |

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| **Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.** |
| Involvement of women in the charcoal value chain has assisted the charcoal producing associations to be more stable. Men used to move from place to place in search of biomass resources. With formation of the association where gender equality is promoted, it becomes hard for men to leave their families behind. This has helped in effective monitoring of charcoal production, licensing consideration for the producers and ensuring compliance with the legal instruments. Also, additional income by women from climate smart agricultural activities has relieved some pressure from men as far as feeding the family is concerned. |

# Social and Environmental Standards

**Social and Environmental Standards (Safeguards)**

The Project Manager and/or the project’s Safeguards Officer should complete this section of the PIR with support from the UNDP Country Office. The UNDP-GEF RTA should review to ensure it is complete and accurate.

|  |
| --- |
| **1) Have any new social and/or environmental risks been identified during project implementation?** |
| No |

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| **If any new social and/or environmental risks have been identified during project implementation please describe the new risk(s) and the response to it.** |
| NA |

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| **2) Have any existing social and/or environmental risks been escalated during the reporting period? For example, when a low risk increased to moderate, or a moderate risk increased to high.** |
| No |

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| --- |
| **If any existing social and/or environmental risks have been escalated during implementation please describe the change(s) and the response to it.** |
| NA |

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| **SESP:** [Uganda Charcoal ESSP.pdf](https://undpgefpims.org/attachments/4493/213340/1707688/1708781/Uganda%20Charcoal%20ESSP.pdf)  **Environmental and Social Management Plan/Framework:** [Uganda Charcoal ESSP.pdf](https://undpgefpims.org/attachments/4493/213340/1662066/1662347/Uganda%20Charcoal%20ESSP.pdf) |
| **For reference, please find below the project's safeguards screening (Social and Environmental Screening Procedure (SESP) or the old ESSP tool); management plans (if any); and its SESP categorization above. Please note that the SESP categorization might have been corrected during a centralized review.** |
| *(not set or not applicable)* |

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| **3) Have any required social and environmental assessments and/or management plans been prepared in the reporting period? For example, an updated Stakeholder Engagement Plan, Environmental and Social Impact Assessment (ESIA) or Indigenous Peoples Plan.** |
| No |

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| **If yes, please upload the document(s) above. If no, please explain when the required documents will be prepared.** |
| NA |

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| **4) Has the project received complaints related to social and/or environmental impacts (actual or potential )?** |
| No |

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| **If yes, please describe the complaint(s) or grievance(s) in detail including the status, significance, who was involved and what action was taken.** |
| NA |

# Communicating Impact

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| **Tell us the story of the project focusing on how the project has helped to improve people’s lives.**  **(This text will be used for UNDP corporate communications, the UNDP-GEF website, and/or other internal and external knowledge and learning efforts.)** |
| Casamance the wonder drums.  Nakaseke is one of the project districts about 60 kilometers north of Kampala the Capital City of Uganda. Among the project’s activities is the introduction of improved charcoal making technologies, and a Casamance is one of the technologies that has excited the project’s beneficiaries. We share the story of the wonder Casamance from Nakaseke, where the technology has had a life-changing impact on the local residents.  Casamance are a simple technology based on a concept of creating a stream of drought of raising hot air through a charcoal making kiln to ensure even and efficient carbonization process. Traditionally, the carbonization process entailed properly and carefully stacking biomass materials and covering them with earth/soil and after, setting it on fire. The carbonization process of this traditional kiln takes, on average, about six days. Using a collapsible Casamance, which is made of two metallic drums, the base drum being fitted with an in-let air draught and a metaling drainage pipe, while the upper drum is fitted with condensing plates to trap and clean the hot rising air; the inlet spout of the base drum is placed at the end of the traditional kiln and fire is lit at the opposite end of the kiln. With the help of the top ‘chimney’ drum, an air draught is created drawing the hot air from the opposite end of the kiln and pulling it out from the opposite end. This enhances the carbonization process to ensure even distribution of heat in a period of about 3 days, compared to the traditional kiln that takes at least 6 days. It is this charcoal making technology that has positively impacted peoples’ livelihood in Nakaseke.  John is a chairman of one of the Charcoal Producing Associations that has benefitted from use of the Casamance technology. Not only is this group using the technology to make good charcoal, but they are also making brisk business by using the drums to assist non-members of the charcoal producing associations. Applying a Casamance on a traditional kiln by non-members, attracts a user-fee of not less than UgX. 50,000 about US$ 14 dollars. With better charcoal fetching a fair price on the market, the demand for the wonder drum, for that is the name the Casamance has earned, is on the increase. The generated revenues are banked on the Association’s account, which will be part of the proceeds to be shared by all the members of the group. In a village where income is minimal or nonexistent, 14 dollars is a huge contribution to the Association’s kit |

**Knowledge Management, Project Links and Social Media**

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| **Please describe knowledge activities / products as outlined in knowledge management approved at CEO Endorsement /Approval.**    **Please also include: project's website, project page on the UNDP website, blogs, photos stories (e.g. Exposure), Facebook, Twitter, Flickr, YouTube, as well as hyperlinks to any media coverage of the project, for example, stories written by an outside source. Please upload any supporting files, including photos, videos, stories, and other documents using the 'file lirbary' button in the top right of the PIR.** |
| https://cdm.unfccc.int/methodologies/standard\_base/2015/sb4.html    https://www.youtube.com/watch?v=CJZqtdo-FqU&t=14s    Two stories from the Press uploaded |

# Partnerships

**Partnerships & Stakeholder Engagment**

Please select yes or no whether the project is working with any of the following partners. Please also provide an update on stakeholder engagement. This information is used by the GEF and UNDP for reporting and is therefore very important!  All sections must be completed by the Project Manager and reviewed by the CO and RTA.

|  |
| --- |
| **Does the project work with any Civil Society Organisations and/or NGOs?** |
| No |

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| **Does the project work with any Indigenous Peoples?** |
| No |

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| **Does the project work with the Private Sector?** |
| Yes |

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| **Does the project work with the GEF Small Grants Programme?** |
| No |

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| **Does the project work with UN Volunteers?** |
| No |

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| --- |
| **Did the project support South-South Cooperation and/or Triangular Cooperation efforts in the reporting year?** |
| Yes |

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| --- |
| **CEO Endorsement Request:** [PIMS 4493 12-16-2013 CEO Endorsement.pdf](https://undpgefpims.org/attachments/4493/213340/1662023/1662339/PIMS%204493%2012-16-2013%20CEO%20Endorsement.pdf) |
| **Provide an update on progress, challenges and outcomes related to stakeholder engagement based on the description of the Stakeholder Engagement Plan as documented at CEO endorsement/approval (see document below). If any surveys have been conducted please upload all survey documents to the PIR file library.** |
| There has been rekindled interest from the private sector that has been involved at different stages in the charcoal value chain such as in the charcoal trade, the private sector is involved. The Project also attracted attention from South Sudan where some NGO's have expressed interest in the Casamance kiln as a charcoal producing technology. The Project shared 30 units of Casamance to Karamoja for the UNDP supported sister project |

# Annex - Ratings Definitions

**Development Objective Progress Ratings Definitions**

(HS) Highly Satisfactory: Project is on track to exceed its end-of-project targets, and is likely to achieve transformational change by project closure. The project can be presented as 'outstanding practice'.

(S) Satisfactory: Project is on track to fully achieve its end-of-project targets by project closure. The project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Project is on track to achieve its end-of-project targets by project closure with minor shortcomings only.

(MU) Moderately Unsatisfactory: Project is off track and is expected to partially achieve its end-of-project targets by project closure with significant shortcomings. Project results might be fully achieved by project closure if adaptive management is undertaken immediately.

(U) Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets by project closure. Project results might be partially achieved by project closure if major adaptive management is undertaken immediately.

(HU) Highly Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets without major restructuring.

**Implementation Progress Ratings Definitions**

(HS) Highly Satisfactory: Implementation is exceeding expectations. Cumulative financial delivery, timing of key implementation milestones, and risk management are fully on track. The project is managed extremely efficiently and effectively. The implementation of the project can be presented as 'outstanding practice'.

(S) Satisfactory: Implementation is proceeding as planned. Cumulative financial delivery, timing of key implementation milestones, and risk management are on track. The project is managed efficiently and effectively. The implementation of the project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Implementation is proceeding as planned with minor deviations. Cumulative financial delivery and management of risks are mostly on track, with minor delays. The project is managed well.

(MU) Moderately Unsatisfactory: Implementation is not proceeding as planned and faces significant implementation issues. Implementation progress could be improved if adaptive management is undertaken immediately. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are significantly off track. The project is not fully or well supported.

(U) Unsatisfactory: Implementation is not proceeding as planned and faces major implementation issues and restructuring may be necessary. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are off track with major issues and/or concerns. The project is not fully or well supported.

(HU) Highly Unsatisfactory: Implementation is seriously under performing and major restructuring is required. Cumulative financial delivery, timing of key implementation milestones (e.g. start of activities), and management of critical risks are severely off track with severe issues and/or concerns. The project is not effectively or efficiently supported.