

2019

Project Implementation Review (PIR)

**Savanna Woodland in Northern Uganda**

[Basic Data](#_Toc1)

[Overall Ratings](#_Toc2)

[Development Progress](#_Toc3)

[Implementation Progress](#_Toc4)

[Critical Risk Management](#_Toc5)

[Adjustments](#_Toc6)

[Ratings and Overall Assessments](#_Toc7)

[Gender](#_Toc8)

[Social and Environmental Standards](#_Toc9)

[Communicating Impact](#_Toc10)

[Partnerships](#_Toc11)

[Annex - Ratings Definitions](#_Toc12)

# Basic Data

|  |  |
| --- | --- |
| **Project Information** | |
| UNDP PIMS ID | 4592 |
| GEF ID | 4456 |
| Title | Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda |
| Country(ies) | Uganda, Uganda |
| UNDP-GEF Technical Team | Ecosystems and Biodiversity |
| Project Implementing Partner | Government |
| Joint Agencies | *(not set or not applicable)* |
| Project Type | Full Size |

|  |
| --- |
| **Project Description** |
| The project will serve to strengthen the PA system by enhancing management effectiveness in a cluster of PA within this landscape. These PAs have received limited investment over the past 20 years, unlike other PA sites in Uganda, and proportionately suffer from lower management effectiveness compared to other sites. By strengthening their management, and increasing conservation outcomes, the project will serve to increase the overall effectiveness of the national PA system. Moreover, the project will allow Uganda to upgrade the status of the 95,600 ha Karenga Community Wildlife Management Area, by gazetting it as a national park (thereby improving the long term security of this important site). This will contribute to efforts to enhance the bio-geographic representation of NPs across the national PA system. |

|  |  |
| --- | --- |
| **Project Contacts** | |
| UNDP-GEF Regional Technical Adviser | Ms. Mandy Cadman (mandy.cadman@undp.org) |
| Programme Associate | Ms. Munini Teferra (munini.teferra@undp.org) |
| Project Manager | James Okiria-Ateker (jateker@nemaug.org) |
| CO Focal Point | Mr. Daniel Omodo McMondo (daniel.omodo@undp.org) |
| GEF Operational Focal Point | Mr. Patrick Ocailap (patrick.ocailap@finance.go.ug) |
| Project Implementing Partner | National Environment Management Authority (nema@nemaug.org) |
| Other Partners | Uganda Wildlife Authority (uwa@ugandawildlife.org) |

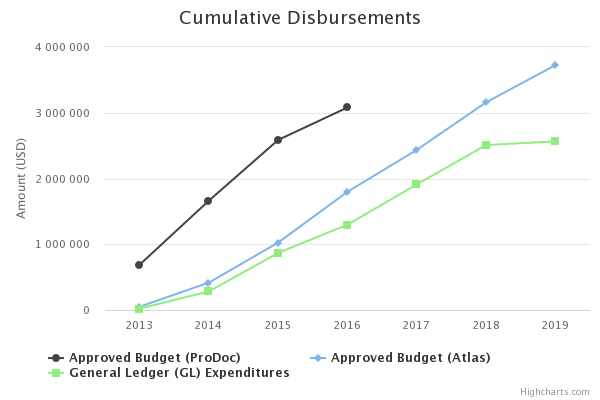
# Overall Ratings

|  |  |
| --- | --- |
| Overall DO Rating | Satisfactory |
| Overall IP Rating | Satisfactory |
| Overall Risk Rating | Low |

# Development Progress

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Description** | | | | | | |
| **Objective**  **The Biodiversity of the Kidepo Critical Landscape in North Eastern Uganda is protected from existing and emerging threats** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Ecological stability of entire landscape is increased, biodiversity is less threatened, and habitats are secured; | Landscape level approaches will not be taken up to the extent that the opportunity allows; risks from Climate change will impact the buffer zones but also PAs themselves, with net loss to biodiversity and to incomes. | *(not set or not applicable)* | Effective Terrestrial protected area coverage increased from a baseline of Increased coverage of PA by 95,600 ha over a baseline of 240,075 ha. and designation of buffer zones to conserve dry season refugia for wildlife (227,389 Hectares). | Achievement of this target is on track.  The community wildlife scouts and community wildlife associations have helped in securing the 95,600ha of Karenga Community Wildlife area through working with the rest of the community members. This, according to the Uganda Wildlife Authority report, has been achieved through reaching consensus with communities bordering the area about its boundaries and regular patrols along the agreed boundaries to secure the area.    In addition, the report states that the community groups have been able to scare away marauding wildlife, particularly elephants, that have been destroying peoples crops and causing human wildlife conflict. The result has been improved crop harvests among the most affected communities and reduced human wildlife conflict.    On the other hand, district authorities in the six project districts have integrated designated buffer zones for conservation of dry season refugia for wildlife into their development plans for management. | Effective Terrestrial protected area coverage increased from a baseline by 95,600 ha over a baseline of 240,075 Ha.    The community wildlife scouts and community wildlife associations have continued to secure the 95,600ha of Karenga Community Wildlife area through working with the rest of the community members. This, according to the Uganda Wildlife Authority report, has been achieved through reaching consensus with communities bordering the area about its boundaries and regular patrols along the agreed boundaries to secure the area.    In addition, the report states that the community groups have been able to scare away marauding wildlife and the result has been improved crop harvests among the most affected communities and reduced human wildlife conflict.    On the other hand, district authorities in the six project districts have integrated designated buffer zones for conservation of dry season refugia for wildlife into their development plans for management. |
| Karenga Community Wildlife Area (CWA) will have the necessary operational and governance capacity built by EoP to be gazetted to full NP status. | The existing baseline is centred on KVNP as the core area where wildlife are able to peacefully habitat; refugia are limited and insecure, corridors, like Karenga, are under threat. | *(not set or not applicable)* | Increased coverage of PA by 95,600 Ha over a baseline of 240,075 Ha. and strengthened integrity of buffer zones to conserve dry season Refugia for wildlife (227,389 Ha). | As reported in the last financial year, increase of PA coverage by 95,600 ha was envisaged in the Prodoc through gazetting Karenga community wildlife area into a national park by end of project which was found not to be practical at midterm review. However, the project has concentrated on strengthening the integrity of the Karenga Community Wildlife Area through its management in the model of a conservancy. Its boundaries have been secured through regular patrols by the community wildlife scouts and community wildlife associations. | Increased coverage of PA by 95,600 Ha over a baseline of 240,075 Ha    As reported in the last financial year, increase of PA coverage by 95,600 ha was envisaged in the Prodoc through gazetting Karenga community wildlife area into a national park by end of project which was found not to be practical at midterm review. However, the project concentrated on strengthening the integrity of the Karenga Community Wildlife Area through its management in the model of a conservancy. Its boundaries have been secured through regular patrols by the community wildlife scouts and community wildlife associations. |
| Poaching levels will have decreased. | Enforcement in the Kidepo Critical Landscape is currently too weak to deal with armed poachers from politically unstable South Sudan, and poaching is a growing problem. | *(not set or not applicable)* | Reduced poaching pressures over an area of 428,311 ha comprising seven PAs (one NP, six CFRs) and a community wildlife management area, verified by 25% greater wildlife abundance over the course of the year by EoP. | This target has been achieved. Regular patrols in the National Park and Karenga Community Wildlife Area are being conducted resulting in, as reported by Uganda Wildlife Authority, increase in the numbers of key indicator species (elephants, zebra and buffalo) by 98.9%. | Reduced poaching pressures over an area of 428,311 ha comprising seven PAs (one NP, six CFRs)    Regular patrols in the National Park and Karenga Community Wildlife Area are being conducted resulting in, as reported by Uganda Wildlife Authority, increase in the numbers of key indicator species (elephants, zebra and buffalo) by 98.9%. |
| METT scores are improved in the target PAs: Kidepo Valley NP, Nyangea, Morungole, Zulia, Timu, Lwala and Rom CFR. | Baseline METT scores as follows: Kidepo Valley – 65%; Nyangea- 58%; Lwala - 45%, Timu 53%, Morungole – 42%; Zulia – 53% and Rom – 40%. Average score: 52%. | *(not set or not applicable)* | Management Effectiveness Score for Kidepo Critical Landscape PA cluster (KVNP), Nyangea-Napore, Morungole, Zulia, Timu, Lwala and Rom CFRs); increased over the baseline score by at least 40%. | This target has been partially achieved. As reported in 2017, a slight increase in METT scores had been recorded during the mid-term review as: Kidepo national park 72%, Central forest reserves; Zulia 59%, Rom 55%, Lwala 48%, Nyangea Napore 62%, Morungole 57% and Timu 54% giving an average score for PA cluster of 58.1%. In this reporting period, these METT scores at mid-term review have been considered since no new recordings were made. | Management Effectiveness Score for Kidepo Critical Landscape PA cluster (KVNP), Nyangea-Napore, Morungole, Zulia, Timu, Lwala and Rom CFRs); increased over the baseline score by at least 40%.    The Management Effectiveness Tracking Tool (METT) score for Kidepo PA cluster has increased averaging 75.1% which is more than the baseline average value of 52%. |
| Key indicator species in the Kidepo Critical Landscape PA cluster show measurable increase in numbers. | Elephant population in 2012 was 502; zebra: 75; buffalo: 3,990; these are relatively depleted numbers relative to the carrying capacity of the landscape. | *(not set or not applicable)* | Key indicator species (elephants, zebra, buffalo) in the Kidepo Critical Landscape PA cluster show measurable increase in numbers of >25% by EoP. | This target has been achieved. As reported in 2017, Uganda Wildlife Authority reports the increase in numbers of the key indicator species (elephants - 650, buffalo - 8,000 and zebra - 200) has remained stable this reporting period. The percentage increase per indicator species was as follows : elephants 29.4%, zebra 166.7% and buffalo 100.5%. | Key indicator species (elephants, zebra, buffalo) in the Kidepo Critical Landscape PA cluster show measurable increase in numbers of >25% by EoP.    As reported in 2018, Uganda Wildlife Authority reported an increase in numbers of the key indicator species which remained stable over the reporting period. The percentage increase per indicator species was as follows: elephants 29.4%, zebra 166.7% and buffalo 100.5%. |
| Deforestation, community wildlife agreements. | Cooperation between UWA and NFA is relatively limited; cooperation between different districts is minimal, especially in terms of managing wildlife and forest resources. | *(not set or not applicable)* | A working model for integrating management of PAs and wider production landscapes is piloted and adopted in six districts in North Eastern Uganda (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) and secures wildlife corridors and dispersal areas covering approximately 227,389 ha - resulting in reduced deforestation of shea by 25 %. | This target has been achieved. The district security committee that was adopted as a working model for management of production landscapes did not have terms of reference to guide its activities. Following consultations with district officials, the same committee has been renamed an Inter-district Coordination forum with specific terms of reference. The forum has continued with its activities and meets on a quarterly basis for reviews. One specific activity of the forum is that of enforcement of laws on illegal charcoal trade particularly from shea trees. This activity led the Minister of Water and Environment to issue a directive banning harvesting of shea butter trees in the Kidepo Critical landscape in November 2017. The Inter district coordination forum together with the Environmental Protection police force are enforcing the directive and that is resulting in reduced deforestation of the shea butter tree. | A working model for integrating management of PAs and wider production landscapes is piloted and adopted in six districts.    An inter district coordination forum with specific terms of reference to coordinate biodiversity management and ensure that its factored into integrated decision-making governing land-use continued with its activities like enforcement of laws and regulation on biodiversity conservation including monitoring of natural resource management. |
| Common management approaches to habitat conservation. | There are no management plans for PA buffer zones, as a result there lacks a coordinated response to wildlife and habitat conservation in the Kidepo Critical Landscape. | *(not set or not applicable)* | PA buffer zone under approved district management plans in six districts (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) incorporating BD considerations. | This target has been achieved. The project in this reporting period worked with the remaining district (Abim) to incorporate specific measures for biodiversity conservation including protected area buffer zones into its development plan. Therefore, six project districts have incorporated biodiversity considerations into their development plans for financing and management. | PA buffer zone under approved district management plans in six districts (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) incorporating BD considerations.    The six project districts have incorporated biodiversity considerations into their development plans for financing and management. |
| Six district governments (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) are collaborating on shared management issues. | No mechanism is presently in place for joint management planning for natural resource use by local governments in the critical landscape. | *(not set or not applicable)* | District governments in the six districts to cooperate effectively to regulate and plan natural resource use over 227,389 Ha of the critical landscape, resulting in a landscape level coordination mechanism that enshrines biodiversity conservation by mandate. | This target has been achieved. The inter district coordination forum with specific terms of reference that was borne from the district security committee enables effective cooperation of the six project districts to regulate and plan for natural resources. The terms of reference of the forum specify biodiversity conservation as one of the forum tasks. | District governments in the six districts to cooperate effectively to regulate and plan natural resource use over 227,389 Ha of the critical landscape.    As reported in 2018, the inter district coordination forum with specific terms of reference that was borne from the district security committee continued to guide the regulation and planning for natural resources management in the six project districts. |
| - | - | *(not set or not applicable)* | Awareness and enforcement activities to reduce cutting of Shea butter trees for charcoal production on-going and there is observed reduction in cutting of the trees  UWA carries our regular monitoring to detect illegal activities such as poaching. Statistics on the trends of poaching to be analyzed to assess progress towards the target of 40%. | Achievement of this target is on track. In addition to what was reported last financial year, six compliance assistance missions (enforcement), eight radio talk shows and six radio spot messages were conducted this reporting period. Also, fact sheets and posters were used particularly during the celebrations to mark the International Day for Biodiversity (IDB) on 22/5/2018 in Agago district. The awareness among communities about the importance and values of shea butter trees in this reporting period has increased as reported by the district natural resource officers from the shea tree districts.  On the other hand, Uganda Wildlife Authority in this reporting period has reported reduction in illegal activities such as poaching from 10% last financial year to 5% currently. | Awareness and enforcement activities to reduce cutting of Shea butter trees for charcoal production on-going and there is observed reduction in cutting of the trees.    In addition to what was reported last financial year, four compliance assistance missions (enforcement), six radio talk shows and four radio spot messages were conducted this reporting period. Also, fact sheets and posters used in the previous reporting period continued to be used. The awareness among communities about the importance and values of shea butter trees has also increased as reported by the district natural resource officers from the shea tree districts.    On the other hand, Uganda Wildlife Authority in this reporting period has reported reduction in illegal activities such as poaching from 5% last financial year to 3% currently. |
| **The progress of the objective can be described as:** | | **Achieved** | | | | |
| **Outcome 1**  **Strengthening management effectiveness of the Kidepo Critical Landscape PA cluster** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Existence of functional and operational management structure in Kidepo PA and CFRs systems | The Kidepo Cluster P.A.s, CFRs and Karenga lack operational capacity (human resources and equipment) to manage secure PA operations such as fires, control poaching and monitoring. | *(not set or not applicable)* | Establish a security and enforcement system with a platform for information sharing and intelligence gathering among parks and other institutions; with databases that will be continuously updated. Includes provision of surveillance equipment, ranger uniforms, fire management tools. | This target has been achieved. With the equipment secured by the project, the security and enforcement system of the protected area cluster (National Park, community wildlife area and central forest reserves) has continued to be effective in its operations leading to reduction in illegal activities like poaching for example from 10% last year to 5% this year. | Establish a security and enforcement system with a platform for information sharing and intelligence gathering among parks and other institutions    The effectiveness of the security and enforcement system of the Kidepo protected cluster continued in this reporting period as evidenced by a reduction in illegal activities like poaching from 5% last year to 3% this reporting period. |
| Number of security and enforcement systems, platforms for information sharing and intelligence gathering in the PA cluster | There is no security and enforcement system as well as a platform for information sharing and intelligence gathering in the PA cluster | *(not set or not applicable)* | At least one security and enforcement system, one platform for information sharing and one intelligence gathering mechanism established. | This target has been achieved. A security and enforcement system for the park (rejuvenated Ranger force) and, platforms for information sharing and intelligence gathering - recruited and trained community groups (community wildlife scouts and community wildlife associations) and collaborative forest management groups are now well established and operational. They have continued with enforcement, information sharing and intelligence gathering activities. | At least one security and enforcement system, one platform for information sharing and one intelligence gathering mechanism established  T  he rejuvenated ranger force for the Kidepo Valley National Park and KCWA has continued providing security and enforcement functions in the Kidepo protected area cluster. On the other hand, the recruited and trained community groups (community wildlife scouts and associations plus collaborative forest management groups) have continued with providing platforms for information sharing and intelligence gathering. |
| Number of sustainable financing plans for the PA cluster | There are no sustainable financing plans for the PA cluster in place. | *(not set or not applicable)* | At least two sustainable financing plans to be developed. | This target has partially been achieved. A business and finance plan was developed, agreed upon by Uganda Wildlife Authority, National Forestry Authority and National Environment Management Authority and launched. However, piloting implementation of identified financing options in the plan has just started. The plan details business / finance options for implementation in the protected area cluster like cultural villages and a community lodge. A cultural village in Kawalakol sub-county for low income tourists visiting Kidepo national park reported last year is now operational. The cultural village is run by a group of 30 women who are also involved in craft making.    On the other hand, establishment of a community lodge has just been initiated through the development of terms of reference for a feasibility study. The feasibility study is meant to inform a decision of the kind of community lodge to be established and its management arrangements. | At least two sustainable financing plans to be developed    Implementation of the financing options identified in the business and finance plan continued in this period with kick-starting the process of constructing a community lodge. A contract with a contractor to undertake construction of the lodge was signed, site handed over to the contractor and ground breaking ceremony held. Construction of the community lodge is yet to start but is expected to be completed in the next nine months. |
| No. of UWA and NFA rangers, district government staff, NFA and UWA administrative staff trained. | UWA and NFA rangers, District government staff, UWA and NFA admin staff are inadequately trained in conflict resolution, policing, tourism customer care, fire management and law enforcement | *(not set or not applicable)* | 120 UWA and NFA rangers, 12 district government staff, 30 NFA staff and UWA administration staff including at least 30% women. | This target has been achieved. As reported last year, 150 rangers including administrative staff were trained (110 men and 40 women). This trained group of staff this reporting period have continued to receive hands on training through participation in project supported activities and their skills in planning, administration, conflict resolution, policing and enforcement have improved as evidenced by the way they handle tasks. | 120 UWA and NFA rangers, 12 district government staff, 30 NFA staff and UWA administration staff including at least 30% women    As reported in 2018, the trained 150 (110 men and 40 women) rangers including administrative staff continued to receive hands on training through participation in project supported activities and their skills in planning, administration, conflict resolution, policing and enforcement have improved as evidenced by the way they handle tasks |
| **The progress of the objective can be described as:** | | **Achieved** | | | | |
| **Outcome 2**  **Integrating PA Management in the Wider Landscape** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Sustainable use options (a) Shea and (b) Wildlife species that are regulated for sport hunting are implemented and the data is available for operational use. | No data available for sustainable use options for Shea tree harvesting and wildlife hunting: as a result there is unsustainable use of key species. | *(not set or not applicable)* | Operational updated data in place and Sustainable use options for Shea tree resources and wildlife established and implemented. | Achievement of this target is on track. The reports containing operational and updated data on sustainable use options of shea tree resources was published this reporting period and available for use. In addition, the project has continued to support six women groups from Otuke district and 14 women groups from Agago district in standardization and diversification of shea butter products. To that end, 100 representatives of the six and 14 women groups from Otuke and Agago districts respectively have been trained on soap making using shea butter oil. The women groups are now able to make soap for household use thereby removing costs of buying soap in their households. | Operational updated data in place and Sustainable use options for Shea tree resources and wildlife established and implemented.    Additional 100 representatives of the women groups were trained on standardization and diversification of shea butter tree products (ie. Soap making from shea butter oil for household use and making of smearing oil from shea oil). The women groups are now able to make soap for household use thereby removing costs of buying soap in their households.    Apart from conserving the existing shea butter trees for shea oil production, other interventions that were aimed at sustaining the shea butter tree were undertaken. For instance, enrichment planting of degraded shea butter tree areas was done in 10ha and 08ha of degraded Oliduru and Akur CFRs respectively. In addition, 5ha of land in Patongo town council were planted with a mixture of shea butter trees and Musizi (Maesopsis eminii). The result has been increased acreage of shea butter trees in the landscape by at least 18ha. Also, on-farm grafting of the shea butter tree to shorten its juvenile stage in 20ha in the districts of Kitgum, Agago, Otuke and Abim was done.    On-farm grafting of shea butter trees was undertaken in partnership with researchers from Ngetta Agricultural Research and Development Institute (Ngetta ZARDI). It was done in 11 farmer fields with the participation of 55 farmers (29 men and 26 women). In Abim district, grafting of shea butter trees took place in three fields (one in Kano parish and two in Aminata parish, Abim sub-county) where 15 farmers (8 men and 7 women) participated; in Otuke district, grafting of shea butter trees took place in four fields (two in Okee parish and two in Olwomgur parish in Adwari and Okwang sub-counties respectively) where twenty farmers (11 men and 9 women) participated; in Agago district, grafting of shea butter trees took place in three fields (one in Awon Odwee parish and two in Otek parish in Omot and Kotomor sub-counties respectively) where 15 farmers (7 men and 8 women) participated and; in Kitgum district, grafting of shea butter trees took place in one field in Melong parish Omiya Anyim sub-county where five farmers (3 men and 2 women) participated. This strategy of researchers working with farmers in their fields ensured knowledge transfer and therefore sustainability of the technology as the farmers can now graft shea butter trees.    As regards sustainable use of wildlife, sport hunting as a sustainable use option was piloted and in use in Karenga Community Wildlife Area (KCWA). 65% of the revenue from sport hunting is given to the communities and that has now led to livelihood improvement and appreciation of the value of wildlife by communities as evidenced by their support towards conservation. |
| Biodiversity management is factored into decision-making governing land use management in District Development Plans. | Management activities are carried out on NP, CFR district and community levels but with a lack of a landscape level coordination mechanism. | *(not set or not applicable)* | Mechanisms (landscape level coordinated management plans and institutional governance systems) for enhancing sustainable management of Kidepo critical landscape promoted, with landscape management plan in place and enforced. | This target has been achieved. An inter district coordination forum with specific terms of reference was set up in this reporting period to enhance sustainable management of Kidepo critical landscape. The plan detailing activities for sustainable management of Kidepo critical landscape to be implemented by the inter district coordination forum was approved and launched by National Environment Management Authority, Uganda Wildlife Authority, National Forestry Authority and the district local governments of the six project districts. | Mechanisms (landscape level coordinated management plans and institutional governance systems) for enhancing sustainable management of Kidepo critical landscape promoted.    Piloting implementation of the developed landscape level management plan continued with inter district coordination meetings where experiences on biodiversity conservation was shared. For sustainability, most activities in the plan have been integrated into the DDPs. |
| District governments in six districts of Kitgum, Kaabong, Agago, Otuke, Abim and Kotido have proven capacity for managing natural resources sustainably. | District Governments lack the competence and staff skills to monitor and enforce laws. As a result there is a lack of understanding of the situation vis-à-vis sustainable hunting and Shea utilization, leading to habitat degradation. | *(not set or not applicable)* | Local Governments have the competence and staff skills to monitor and enforce laws on sustainable hunting and sustainable use of Shea tree in target districts, measured by a 40% increase in scores in capacity development scorecard. | This target has been achieved. The project has continued to develop the competence and skills of the local governments in project districts through engaging them in hands on enforcement of laws and monitoring sustainable hunting and use of shea butter trees. Though this has not been measured by a capacity development scorecard, the competence and staff skills of local government staff to monitor and enforce laws on sustainable hunting and use of shea tree resources can be determined from continued increase in apprehension and successful prosecution of offenders. | Local Governments have the competence and staff skills to monitor and enforce laws on sustainable hunting and sustainable use of Shea tree in target districts.    The project continued to develop the competence and skills of the local governments in project districts through engaging them in hands on enforcement of laws and monitoring sustainable hunting and use of shea butter trees. Though this has not been measured by a capacity development scorecard, the competence and staff skills of local government staff to monitor and enforce laws on sustainable hunting and use of shea tree resources can be determined from increase in apprehension and successful prosecution of offenders as compared with the baseline situation. The result has been increased awareness on the laws and regulations governing wildlife hunting and sustainable use of shea butter tree resources including compliance. |
| National export strategy for shea products in place; 25% increase in sales; an operational market information centre for shea products; Certified products in marketplace | The Shea nut / butter market is currently not yielding sufficient returns to producers to justify the conservation of Shea: Average yields are 122.5 kg per household per year and average prices for oil 2,500/+ UGX per litre. | *(not set or not applicable)* | Measures to improve market access for Shea products in place, and employment and income generation among rural women in the pilot area increased through access to markets, leading to a 30% rise in the value of shea products and a 25% increase in sales from start of project. | Achievement of this target is on track. In this reporting period, two market information centres (one in Otuke and the other in Agago districts) were constructed, furnished and stocked with relevant market information including a website linked to that of Uganda Export Promotion Board. This has led to improved access to market information for women producers and processors of shea butter products. In addition, a draft National Shea Export Strategy to guide export of shea products including details of how to penetrate international markets has been developed. Also, four draft standards for shea products (lip balm, Lip shine/gloss, pure shea butter cosmetics and After shave) to ensure quality of these products have been developed. These products add value to shea oil and therefore increase on income generated from shea oil as well as employment of women involved in production and processing of shea products.    Furthermore, local producers and processors of shea products (Guru Nanak, Blessed Organic Release, Shea house Uganda and Shea Beauty company) were sponsored to attend an International Expo in Kigali Rwanda including participating in landscape level expos held in Agago and Otuke districts. These intervention have resulted in the rise of price and value of shea products for example the price of shea oil increased from Uganda shillings 2,500= a litre at the time the project started to the current 5,700= a litre, that is, a price increase of 60%. Also, nine women groups have been registered into cooperative associations. | Measures to improve market access for Shea products in place, and employment and income generation among rural women in the pilot area increased through access to markets.    The two market information centres are now used for displaying different shea products produced by women groups that were trained in diversification and standardization of shea products. The training of women in diversification and standardization of shea products has resulted in employment of 600 women in production of shea products and, increase in value and sales of shea products. The nine women groups registered into cooperative associations are now able to bargain for better prices for their shea products.    A developed National Shea Export Strategy was printed and disseminated to different stakeholders. Since the majority of producers and processors of shea products are women and children, the strategy has created opportunities for them to equally participate in the domestic and export trade. The strategy is yet to be mainstreamed into the National Export Development Strategy (NEDS) - Uganda’s action plan for the development and promotion of exports which at the moment is silent on shea products.    The four developed standards (lip balm, Lip shine/gloss, pure shea butter cosmetics and After shave) now facilitate the quality assurance certification of shea products to improve their access to domestic and export markets thus enabling the producers to secure premium prices for their products resulting in improved livelihoods and conservation of the shea butter tree in Kidepo Critical Landscape (KCL).    The produced materials on shea products and exposure to international markets in Kigali Rwanda have generated a lot of interest in shea products which are now much sought out nationally (demonstrated by stories posted in Newspapers) and internationally. |
| Existence of inter-district coordination body in place and functioning, with an M & E Plan | There is no District coordination mechanism in place, leading to a lack of coordination over the management of crucial savannah woodland habitats, Shea trees and wildlife conservation. | *(not set or not applicable)* | A District coordination mechanism in place in the project target area (six (6) districts) to ensure that biodiversity management in National Parks, Central forest reserves and wildlife migration corridors and dispersal areas is factored into integrated decision-making governing land-use management. | This target has been achieved. An inter district coordination forum with specific terms of reference to coordinate biodiversity management and ensure that its factored into integrated decision-making governing land-use has been put in place and fully functional with a monitoring and evaluation plan for its activities. | A District coordination mechanism in place in the project target area (six (6) districts) to ensure that biodiversity management in National Parks, Central forest reserves and wildlife migration corridors and dispersal areas is factored into integrated decision-making governing land-use management..    As reported in 2018, an inter district coordination forum continued with its work of coordinating biodiversity management and ensuring that its factored into integrated decision-making governing land-use. Their work has resulted into efficient and effective execution of activities like enforcement of laws and regulation on biodiversity conservation including monitoring of natural resource management as evidenced by increased apprehension and successful prosecution of offenders of biodiversity laws. |
| Management plan, including zonation plan and regulations in place. | Management plans and regulations critical for wildlife dispersal are presently non-existent in the wider landscape. | *(not set or not applicable)* | Management plans and regulations on BD-friendly management in blocks identified as critical for wildlife dispersal developed and applied by local governments-resulting in security of buffer zones and wildlife corridors | Achievement of this target is on track. A management plan and regulations for biodiversity conservation in wildlife corridors has been developed, approved and launched. Piloting implementation of this plan has just started. | Management plans and regulations on BD-friendly management in blocks identified as critical for wildlife dispersal developed and applied by local governments.    Activities spelt out in the developed management plan have been integrated into the DDPs of the six project districts. Implementation of the activities in the plan is being undertaken under the natural resources departments of the project districts. To ensure that this happens as planned, the Inter-District Coordination Forum (IDCF) provides a platform for formal and regular dialogue among stakeholders so as to enhance sustainable management of Kidepo Critical Landscape. |
| District ordinances and community by-laws to be enforced by EoP. | District ordinances and community by-laws are non-existent for Shea tree harvesting and wildlife hunting. | *(not set or not applicable)* | District ordinances and community by-laws on the harvest of Shea trees and wildlife hunting reinstated or developed - resulting in 25% reduction in shea tree deforestation and a 50% drop in the use of shea for charcoal. | Achievement of this target is on track. Sub-county bye laws for Orom - Kitgum district, Karenga - Kaabong district, Lokole - Agago district and Adwari - Otuke district were passed by the sub-county councils, endorsed by district councils and are under implementation. On the other hand, up to district level consultations for development of district ordinances for the districts of Kotido, Kaabong and Kitgum have been done and the district councils are yet to sit and pass the ordinances. | District ordinances and community by-laws on the harvest of Shea trees and wildlife hunting reinstated or developed.    Environment ordinances for the districts of Kotido, Kaabong and Kitgum were passed by district councils and submitted to Attorney General’s office for approval. The ordinances are yet to be approved by the Attorney General’s office. Despite the delayed approval by the Attorney General, implementation of some provisions of the ordinances is already being done. The bye laws and ordinances have eased the work of IDCF and, their implementation has led to reduction in cutting of shea trees for charcoal burning and subsequently, a drop in illegal charcoal trade. |
| **The progress of the objective can be described as:** | | **Achieved** | | | | |

# Implementation Progress



|  |  |
| --- | --- |
| Cumulative GL delivery against total approved amount (in prodoc): | 83.26% |
| Cumulative GL delivery against expected delivery as of this year: | 83.26% |
| Cumulative disbursement as of 30 June (note: amount to be updated in late August): | 2,564,453 |

|  |  |
| --- | --- |
| **Key Financing Amounts** | |
| PPG Amount | 101,819 |
| GEF Grant Amount | 3,080,000 |
| Co-financing | 10,684,700 |

|  |  |
| --- | --- |
| **Key Project Dates** | |
| PIF Approval Date | May 26, 2011 |
| CEO Endorsement Date | Jan 16, 2013 |
| Project Document Signature Date (project start date): | Jul 24, 2013 |
| Date of Inception Workshop | Dec 13, 2013 |
| Expected Date of Mid-term Review | Dec 1, 2016 |
| Actual Date of Mid-term Review | Jul 31, 2016 |
| Expected Date of Terminal Evaluation | May 31, 2019 |
| Original Planned Closing Date | Jul 23, 2017 |
| Revised Planned Closing Date | May 31, 2019 |

|  |
| --- |
| **Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)** |
| 2018-12-05 |
| 2019-05-30 |
| 2018-08-02 |
| 2018-10-25 |
| 2019-05-09 |

# Critical Risk Management

|  |  |
| --- | --- |
| Current Types of Critical Risks | Critical risk management measures undertaken this reporting period |

# Adjustments

**Comments on delays in key project milestones**

|  |
| --- |
| **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.** |
| There are no significant delays to key project milestones in this period. |

|  |
| --- |
| **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.** |
| There were no significant delays this reporting period in achieving the following:- inception workshop, mid-term review, terminal evaluation and project closure. The only delay was constructing of the Community Eco-lodge at Wenyi wenyi in Karenga. The contract was signed on 23rd May 2019 and expected to be completed on 22nd February 2020 before financial closure. |

|  |
| --- |
| **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.** |
| The Terminal Evaluation started three months later than expected, due to an extended process to source a suitable consultancy team. The TE mission has been completed and the report is currently being drafted. |

# Ratings and Overall Assessments

|  |  |  |
| --- | --- | --- |
| **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 | The project is rated satisfactory because it has achieved end of project targets, except one, by end of extension period as summarized below.    Effective terrestrial protected area coverage in the Kidepo Critical Landscape has increased by 95,600ha over a baseline as a result of securing Karenga Community Wildlife Area (KCWA) through managing it in the model of a conservancy. In addition, management of buffer zones for conservation of dry season refugia for wildlife has been guaranteed by integrating them into the District Development Plans (DDPs) of the target districts.    A 98.9% wildlife abundance (key indicator species – elephants, buffaloes and zebras) has been registered (Uganda Wildlife Authority animal census results April, 2019) implying that poaching pressure in the National Park, KCWA and central forest reserves has reduced.    The Management Effectiveness Tracking Tool (METT) score for Kidepo PA cluster has increased averaging 75.1% which is more than the baseline average value of 52%.    An inter district coordination committee with specific terms of reference for biodiversity conservation was formed and it now spearheads the integration of Protected Area (PA) buffer zones into DDPs including enhancing cooperation of District Local Governments (DLGs) in common biodiversity management issues.    Compliance assistance missions including radio talk shows, radio spot messages, fact sheets and posters were used and continue to be used for raising awareness on values and importance of biodiversity in the landscape. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP Country Office Programme Officer** | Satisfactory | Satisfactory |
| Overall Assessment | Overall the project was satisfactory because all project outputs were achieved except one as stated by Project management.    There was improved effective terrestrial protected area coverage in the Kidepo Critical Landscape by 95,600ha over a baseline as a result of securing Karenga Community Wildlife Area (KCWA) through managing it in the model of a conservancy.    The has been an 98.9% increase in wildlife abundance of key indicator species including Elephants, Buffaloes and Zebras. The Management Effectiveness Tracking Tool (METT) score for Kidepo PA cluster has increased averaging 75.1% which is more than the baseline average value of 52%.    There project contributed to increased protection of the Shea trees and related tree species in the wider landscape. The Shea tree butter value chain has been strengthened through building capacity of communities in processing Shea nuts, exportation of Shea products, building of 2 market information centres , approval and implementation of ordinances and bye laws that promote conservation of the wider landscape.    The project extension of 22 months enabled the project to complete most of the planned activities except construction of the community Eco-lodge at Karenga, due to delayed procurement of a Contractor. However, the construction is ongoing and is expected to be completed in February 2020. | |
| **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** | Satisfactory | Satisfactory |
| Overall Assessment | This is the fifth and final PIR for this full-sized project which has worked to protect biodiversity in the Kidepo landscape in north-eastern Uganda from existing and emerging threats, through strengthening of management effectiveness of the Kidepo Critical Landscape protected area cluster (component/outcome 1) and integrating protected area management into the wider landscape (component/outcome 2). The project has been operating under a 22-month extension which was granted in 2017, is currently undergoing its terminal evaluation (field mission completed and draft report awaited) and is under operational closure. The timing of the TE was delayed due to the difficulties associated with securing a suitable lead consultant, otherwise it would not have been necessary to complete this PIR.    Both the DO and IP rating are given as Satisfactory as the project has achieved almost all of its end-of-project targets (with one minor deviation), and cumulative delivery stands in excess of 83%.    DO progress rating: Satisfactory  At the objective level, ecological stability of the entire landscape has been enhanced, habitats secured and risks reduced through: (i) expansion of the area under formal protection by 95,600 ha (on target) with gazettement of the Karenga Community Wildlife Area, and inclusion of the targeted buffer zone as a dry-season migratory corridor for wildlife (with appropriate management in place) in District Development Plans; (iii) improved Management Effectiveness of the Karenga PA system, with final METT scores in excess of targets; (iv) a decrease in poaching and subsequent increase in abundance of indicator species (though this increase could also be attributed to other factors, not only decreased poaching); (v) model agreements for PA management and SFM in surrounding production landscapes captured in District Development Plans; (vi) improved coordination at District level facilitated through emplacement of effective coordination for a; and, (vii) greater awareness and enforcement of activities to reduce pressures on shea trees and use the resource more sustainably.    Key to this success has been close collaboration with communities to develop a common understanding and deeper knowledge of relevant practices, and to empower them (with a strong focus on women representatives) to serve as nature’s stewards (for example through community scouts and community wildlife associations), with quality-of-life benefits (e.g. diversified livelihoods and reduced human-wildlife conflict).    At the Outcome level all but one of the project targets has been achieved – and some exceeded – with equally strong performance under both Outcomes.    Under Outcome 1, enforcement systems have been strengthened through rejuvenation of the Kidepo Valley National Park ranger force, complemented by community scouts/patrollers, and targets for training rangers and district staff have been met, with 30% of the beneficiaries being women. Although two sustainable financing schemes have been identified, and an Ecotourism Cultural Centre has been established in Kawalako, the Karenga EcoLodge at Wengi Wengi has not been built – a service provider has been appointed, however, and construction should be completed by February 2020, before financial closure.    Performance under Outcome 2 has been especially strong, and an example of good practice. The project has: (i) generated data for informing sustainable use options for shea trees (e.g soap and running oil production), and other natural resources (including wildlife); (ii) management of forestry resources has b; (iii) significant investment has been made in training, both of communities and local government officials in sustainable use and alternative livelihood options;(iv) a National Shea Export Strategy has been developed and adopted and market information and community resource/marketing centres have been put in place to enable market accessibility by communities.    IP Rating: Satisfactory  This project experienced several significant delays in early milestones, including Prodoc signature, Inception, and timing of the MTR. A 22 month extension was granted in 2017, and the project has performed well to overcome its early risks and challenges and deliver fully on the extension period workplan, achieving every target except one (as described above). The project’s Steering Committee (Board) has met regularly and operated effectively, and there are no remaining risks. Project beneficiaries and government show full support, which bodes well for sustainability. The project’s cumulative delivery rate stands at 83.27%.  In its final project report, the PMU presented an exit strategy, detailing key activities, with responsible parties identified, to consolidate and scale up the outcomes of the project. | |

# 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.** |
| *(not set or not applicable)* |

|  |
| --- |
| **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: No |
| 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 |

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

|  |
| --- |
| **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.** |
| Not Applicable |

|  |
| --- |
| **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.** |
| Measures to improve market access for Shea products have been put in place, and employment and income generation among rural women in the pilot area increased through access to markets, leading to a 30% rise in the value of shea products and a 25% increase in sales from start of project. |

|  |
| --- |
| **Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.** |
| The training of women in diversification and standardization of shea products has resulted in employment of 600 women in production of shea products and, increase in value and sales of shea products. This has led to conservation of shea butter trees. |

# 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 |

|  |
| --- |
| **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.** |
| Not applicable |

|  |
| --- |
| **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 |

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

|  |
| --- |
| **SESP:** *not available*  **Environmental and Social Management Plan/Framework:** *not available* |
| **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)* |

|  |
| --- |
| **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 |

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

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

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

# Communicating Impact

|  |
| --- |
| **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.)** |
| The Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda project sought to strengthen protected area management within a landscape of 655,700 ha of savanna woodland, encompassing eight protected areas under a range of management authorities, and reduce threats to biodiversity in the landscape as a whole by putting in place sustainable use management practices for wild resources.    For a decade, Shea nut trees were cut as a result of awareness on their value and importance. However, with massive sensitization and an operation led by the Police against people who cut them down for charcoal burning, women in Otuke have began to realize commercial benefits. Nineteen women groups in Otuke District are minting money from Shea nut products after law enforcers tightened their stand against cutting down of trees for charcoal.    Seven processing machines for Shea butter were given to the group under the Kidepo Critical Landscape project. The project aims at enforcing laws on sustainable harvest of Shea trees and measures to improve market access for Shea products. The group has about 300 women who process oil, lotion, candles, mosquito-repellent cream and cooking oil, among others.    “We could not manage investing as individuals, so we formed groups. In our group, each member contributed 13 cups for a start,” Florence Otonga, the Chairperson of Can Omia Diro Women Group in Ogor Sub County, said. The group has 30 members. Otonga said they earned UGX 57,000 from Shea nut butter, smearing oil and soap that they made.  Kidepo Critical Landscape has established a marketing and information centre in the Districts to create linkages for local processors and share information with other stakeholders.    Global Environment Facility, which supports the project, channels the funds through the United Nations Development Programme, then to the National Environment Management Authority, according to Agnes Atwongo, Kidepo Critical Landscape Project Field Officer.    Among the groups, include Gin alo obanga pe, Olilim mo yao Women group, Corner Adwari Moyao Women Group, Can omia diro, Bed igen, Angetta Oil Producer Association and others.    Otuke Woman MP Silvia Akello said people in the District have finally realized the value in Shea nut trees. She said it is the reason why there are many groups that have been formed to process the process |

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

|  |
| --- |
| **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.** |
| 1. http://www.ug.undp.org/content/uganda/en/home/presscenter/articles/2018/05/28/biodiversity-conservation-must-be-linked-to-livelihoods.html    2. https://www.newvision.co.ug/new\_vision/news/1478470/kaabong-women-business-tourism-cultural-centre    3. https://langojournalists.wordpress.com/2014/12/    4. http://boscouganda.com/2017/05/30/protection-of-shea-butter-trees-through-sustainable-livelihood-in-agago-district/    5. http://www.monitor.co.ug/Business/Prosper/Shea-nut-for-export-promotion/688616-3910888-4j4i62z/index.html    6. https://youtu.be/2PD-dYSM2TB |

# 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?** |
| Yes |

|  |
| --- |
| **Does the project work with any Indigenous Peoples?** |
| Yes |

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

|  |
| --- |
| **Does the project work with the GEF Small Grants Programme?** |
| Yes |

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

|  |
| --- |
| **Did the project support South-South Cooperation and/or Triangular Cooperation efforts in the reporting year?** |
| No |

|  |
| --- |
| **CEO Endorsement Request:** [PIMS 4592 Kidepo Landscape Uganda - GEF CEO Endorsement Request v12-12-12 resub.docx](https://undpgefpims.org/attachments/4592/213403/1665217/1665518/PIMS%204592%20Kidepo%20Landscape%20Uganda%20-%20GEF%20CEO%20Endorsement%20Request%20v12-12-12%20resub.docx) |
| **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.** |
| The stakeholder engagement plan has been fully implemented. |

# 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.