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PROJECT DOCUMENT

Uganda

Project Title: Enhancing Resilience of Agricultural Landscapes and Value chains in Eastern Uganda – Scaling up CSA Practices

Project Number: 00110206 **Proposal ID:** 00111060

Implementing Partner: Ministry of Agriculture Animal Industry and Fisheries (MAAIF)

Responsible Partners: Ministry of Water& Environment, Ministry of Trade&Cooperatives, 7 District Local Governments.

Start Date: 15th June 2018 **End Date:** 15th May 2021 **PAC Meeting date:** 8th May 2018.

Brief Description

Uganda’s economy and population largely depend on natural resource based sectors like agriculture, forestry and fisheries. Yet the changing climate continues to adversely affect these natural resource based sectors, thereby intensifying poverty and vulnerability of many people in the country. With over 80 percent of the Ugandan population dependant on agriculture for livelihood, building sectoral resilience for adaptation to climate change is crucial for reducing rural poverty and sustaining agro-based livelihoods. This project, therefore focuses on enhancing resilience of agricultural landscapes and value chains through scaling up climate smart agriculture (CSA) practices as a climate change adaptation strategy in seven districts in eastern Uganda.

The project seeks to enhance resilience of agricultural landscapes through strengthening farmer organizations, gender inclusiveness and management of strategic agricultural value chains, and increased awareness and adoption of CSA practices in primary schools. This project will also establish biophysical and socioeconomic baselines, develop monitoring and evaluation guidelines and produce recommendations on the wider adoption of CSA technologies and practices. It is hoped that these will be achieved through (i) supporting adoption of CSA practices and technologies in farmer cooperatives and primary schools, and (ii) developing enterprise platforms to enhance productivity, value addition, marketing and integration of CSA principles. The expected outcome of this project is adoption of CSA best practices that enhance climate resilient agriculture production and institutions for CSA and climate change adaptation, and increased investment by private sector actors, particularly the input and marketing dealers that will supply climate smart technology inputs and services.

Contributing Outcome (UNDAF/CPD): By end 2020, natural resources management and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.

Indicative CPD Output(s):

3.1.2: Targeted institutions have adequate technical, functional and financial capacity to develop innovative solutions for sustainable management of natural resources (including extractives), energy access, ecosystems, chemicals, wastes and systems/models to analyse environmental and climate-related threats

3.1.3: Targeted MDAs, CSOs, media and other non-state actors have adequate technical and functional platforms to engage and empower citizens at all levels for sustainable environment and natural resources; promote access to sustainable energy, bio-diversity conservation and climate change adaptation

Total resources required	EUR 1,076,271.00 USD 1,270,000.00	
Total resources allocated (USD):	Donor: COMESA	EUR 1,000,000 USD 1,180,000
	UNDP TRAC:	USD 90,000 EUR 76,271
	In-Kind:	
Unfunded:		

Agreed by (signatures)¹:

Executing Agency (Ministry of Finance Planning and Economic Development)	Implementing Agency United Nations Development Programme (UNDP)	Implementing Partner (Ministry of Agriculture, Animal Industry and Fisheries)
Hon. Matia Kasaija	Ms Almaz Gebru	
Date:	Date:	Date:

ACRONYMS AND ABBREVIATIONS

CSO	Civil Society Organization
COMESA	Common Market for East and Southern Africa
CPD	Country Programme Document
CSA	Climate Smart Agriculture
DSIP	Development Strategy and Investment plan
IP	Implementing Partner
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MLHUD	Ministry of Lands, Housing and Urban Development
MoLG	Ministry of Local Government
MoFPED	Ministry of Finance, Planning and Economic Development
MTIC	Ministry of Trade Industry and Cooperatives
MWE	Ministry of Water and Environment
NAADS	National Agricultural Advisory Services
NARO	National Agricultural Research Organization
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forest Authority
NGO	Non-Government Organization
OWC	Operation Wealth Creation
PAC	Project Appraisal Committee
PB	Project Board
PMU	Project management Unit
PTSC	Project Technical Steering Committee
SDGs	Sustainable Development Goals
SLM	Sustainable Land Management
SGP	Small Grants Programme
UNDAF	United Nations Development Assistance Framework
UNFCCC	United Nations Framework Convention for Climate Change
UNDP	United Nations Development Programme
UNFFE	Uganda National Farmers Federation
UNHS	Uganda National Household Survey

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SITUATION ANALYSIS

Agriculture sector is one of the strategic sectors for the achievement of Uganda's 2040 vision of transforming from a predominantly peasant and low-income country to a competitive upper middle-income country. The sector is key to overall economic growth and poverty reduction, especially rural poverty. The sector supports over 80% of the population, majority rural poor and women, contributes 24.5% of the Gross Domestic Product, 80% of the export earnings and employs 69% of the labour force (UBOS 2017). However, the review report of the Agriculture Sector Development Strategy and Investment Plan (DSIP 2010 - 2015), conducted in 2015, highlights four main sectoral challenges as; low production and productivity; low value addition to agricultural produce and limited market access; weak implementation of agricultural laws and policies; and weak public agricultural institutions. These challenges undermine the sectoral performance and are exacerbated by the climatic change and variability, manifested through unprecedented high temperatures, change in seasonality, increased frequency and severity of extreme weather events, such as droughts, hailstorms and floods. Accordingly, the Uganda's Agricultural Sector Strategic Plan 2015/16- 2019/20 has identified 4 key priorities to catalyse sectoral growth and performance, in a changing climate. These priorities include (1) Increasing Agricultural Production and Productivity; (2) Increasing access to critical farm inputs;(3) Improving agricultural markets and value addition for the twelve prioritized commodities; and (4) Institutional and enabling environment strengthening.

Contributing to the sectoral set priorities, is the Uganda Climate Smart Agriculture (CSA) Program 2015 – 2025. The programme aims to build resilience of agricultural farming systems for enhanced food and nutrition security. It benchmarks partnerships from public and private actors as critical in the development and functioning of the enterprise value chains. It seeks to promote innovative measures that support farmers and consumers cope and adapt to the changing climate. The programme takes a pro-growth, pro-poor development agenda that supports agricultural sustainability and includes better targeting to climate change impacts with improved resilience and climate change adaptation. In this programme, government of Uganda takes a holistic approach that considers minimal input supply, production, agricultural services, marketing and business support services as necessary building blocks. The programme focuses on delivery of agro-advisory services that include climate actions for agriculture, as well as facilitate farmers to make better and informed decisions in the face of climate risks and uncertainties. This approach also considers integration of gender issues, including needs of women and youth. It is oriented to support innovations that facilitate transition to climate-smart agriculture by smallholder farmers. Effective discharge of the CSA programme is to be augmented by an improved institutional coordination with integrated horizontal and vertical mechanisms. Its effective implementation aims to reduce vulnerability of Uganda's agriculture sector by enhancing productivity, adaptive capacity and resilience of the farming systems for sustainable agriculture sector development and poverty eradication.

Delivering on this CSA programme commenced with a pilot entitled "enhancing adoption of climate smart agriculture practices in Uganda's farming systems" that was implemented in the period 2014-2016, with funding from COMESA and support from UNDP. The pilot successfully integrated CA/CSA practices and technologies into agricultural production systems in five eastern Uganda districts and demonstrated a threefold increase in yield of maize and beans per unit land area. It also transformed 24 CSA Community groups into 15 primary cooperatives, initiated mechanization of conservation agriculture operations and promoted produce bulking as well as profitable markets as sustainable measures. However, limited access by farmers to CSA inputs and services, weak functioning of the producer / cooperatives organization, poor quality of agro input and limited role of the private sector in CSA initiatives remained challenges that called for further redress. The pilot project, identified issues which required further efforts to enhance scaling up of CSA, including but not limited to the following: (1) strengthening farmer cooperatives and enterprise platform (2) need to promote value addition and improvement of commercial services. (3) need to support mechanisation through integration of animal drought power and hand tractor tillage systems to reduce drudgery and increase operation scale particularly for women farmers (4) need to reduce high cost of pesticides by integrating bio-rationals as cheap and sustainable alternatives pesticides and (5) integrate a landscape approach in the management of agricultural landscapes to ensure wider adoption of CSA practices. The district technical staffs that were consulted to contribute into the project design mentioned that the above five challenges still exist and thus should be addressed. Additionally, they highlighted that their respective district development plans have not comprehensively integrated actions for the promotion and adoption of CSA practices. This was attributed to limited capacity on how to integrate climate smart agriculture aspects into the district planning and budgeting processes.

In this project, the Ministry of Agriculture, Animal Industry and Fisheries intends to address the mentioned challenges and continue operationalizing the Uganda Climate Smart Agriculture Programme. Building on the positive results and lessons from the pilot project, Uganda aims to scale-up and increase the number of land users (farmers) practicing and benefiting from CSA practices to 250,000 through catalytic activities under a project to scale up CSA practices in the Ugandan farming systems. The project intends to build climate resilience of agricultural landscapes of Eastern Uganda; a region that is heavily impacted by frequent and severe drought and floods, making agricultural production less productive and the population more vulnerable to food insecurity and livelihood loss. This 3-year project shall adopt a value chain approach that integrates gender issues, strengthens input supply systems, organization and cooperatives, supports use of ICT and increase CSA technology access by actors in production, processing and marketing through enterprise based stakeholder platforms. Additionally, the project will support primary schools to integrate CSA concepts and practices into school's co-curricular activities, particularly setting up Climate Smart School Gardens and cross learning activities. This is to offer a learning experience to school children, improve school feeding programmes, reconnect the pupils with the natural and source of their food, and teach them valuable gardening and CSA concepts and agriculture production skills.

The project shall be implemented by the Ministry of Agriculture, Animal Industry and Fisheries, with quality assurance support from UNDP. It will be implemented in seven eastern Uganda districts (including Buyende, Budaka, Bugiri, Busia, Namutumba, Kamuli and Kaliro) where the farming system is dependent on rain-fed agriculture and is characterised by poor soil health, and land degradation. This is the region, according to UBOS, Uganda National Household Survey (UNHS) 2016/17 report, that has the highest extreme poverty levels (at 42.1%), considering several indicators including household expenditure, food security, income and loans, household production assets, vulnerability of production, and non-crop farm household enterprises among others.

I. STRATEGY

Theory of Change

Climate change continues to negatively impact on agricultural production and productivity and yet over 80% of Uganda's population is dependent on agriculture for their livelihoods. It is thus imperative to build resilient agriculture systems. Climate smart agriculture offers an integrated approach for agriculture development and climate responsiveness. The adoption and use of climate smart agriculture practices and technologies by farming communities, enhances their adaptive capacity and contributes to improvement of agricultural production and productivity. Based on this, addressing institutional / systemic challenges to the upscaling of CSA practices, will accelerate promotion, widespread adoption and use of CSA technologies and practices. This will enhance the community's adaptive capacities and in turn lead to resilient agriculture systems that sustain agro-based livelihoods with sustainable agriculture production and productivity.

Institutional challenges are related to the functioning of national & district CSA taskforces, functioning of stakeholder's platforms and the functioning of farmer primary & secondary cooperative enterprises. Systemic challenges on the other hand are related to limitations for the transfer and adoption of CSA practices, knowledge & technology, within the farming communities and other institutions such as schools. Some of the challenges are related to the existence of infrastructures, especially to support micro irrigation, rain water harvesting and ripping.

The district CSA taskforces will be facilitated and capacity built for better coordination and monitoring of CSA activities. Trainings for farmer cooperative enterprises will be conducted to enhance their competitiveness and strengthen their organisational, knowledge management, marketing capacities and use of relevant information and communication technologies. To realise stakeholder engagement and participation, district level enterprise platforms will be established and their functioning facilitated to catalyse partnerships building amongst various stakeholder. Through enterprise platforms, farmer cooperative enterprises, public and private sector actors will be engaged to support and promote CSA, especially the supply of climate smart technology inputs and services, including micro irrigation equipment, mechanization rippers, weather index based insurance, post-harvest handling and value addition equipment and

services; and marketing. Selected primary schools will also be supported to integrate CSA practices into their school gardening activities and approaches.

Project alignment

The project is aligned to Uganda’s Vision 2040, NDP-II, Agriculture Sector Strategic Plan 2015/16 - 2019/20, SDGs, and UNDAF / UNDP CPD. The agriculture sector is one of the strategic sectors for the achievement of Uganda’s 2040 vision of transforming from a predominantly peasant and low-income country to a competitive upper middle-income country. This project will contribute to achievement of the NDP-II objective of sustainably increasing production, productivity and value addition in key growth sectors, including agriculture. It is also aligned to four Sustainable Development Goals (SDGs), namely, no poverty; zero hunger, gender equality; and climate action, as it targets building resilience of agricultural farming systems for enhanced food and nutrition security, through promotion of CSA innovative measures that support farmers, especially the rural women farmers and consumers to cope and adapt to the changing climate. Furthermore, the project is aligned to UNDP Strategic Plan 2018-2021 and will contribute to the implementation of the UNDP Uganda CPD pillar on sustainable and inclusive economic development (SIED), through Outcome: 3.1- “By end 2020, natural resources management and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience”.

Project Intervention logic

This project will strengthen governance, institutional and technical capacities at national and local government levels to support the upscaling of CSA practices. To achieve this, the project will undertake activities to d strengthen the CSA taskforce to better coordinate and monitor CSA activities. Establishment and functioning of enterprise platforms will be supported to provide space for stakeholder engagement and partnership building for the supply of climate smart technology inputs and services. Through trainings, cross learning events and demonstrations, the project will strengthen the organisational & functioning capacities of farmer cooperative enterprises, for the implementation of CSA and the management of strategic value chains. The project will produce the following outputs as in the table below.

Issues	CPD Outputs	Project Outputs
Issue: Low uptake of CSA technologies and practices	3.1.2: Targeted institutions have adequate technical, functional and financial capacity to develop innovative solutions for sustainable management of natural resources (including extractives), energy access, ecosystems, chemicals, wastes and systems/models to analyse environmental and climate-related threats.	Output 1: By 2021, CSA technologies and practices are up scaled and monitored in seven districts in eastern Uganda
		Output 2. By 2021, CSA approaches are promoted in selected schools in the seven districts in Eastern Uganda.
Issue: Weak institutional structural arrangements and collaboration amongst actors for CSA implementation	3.1.3: Targeted MDAs, CSOs, media and other non-state actors have adequate technical and functional platforms to engage and empower citizens at all levels for sustainable environment and natural resources; promote access to sustainable energy, bio-diversity conservation and climate change adaptation and mitigation.	Output 3: By 2021, the organizational arrangements and capacities are strengthened for the implementation of CSA and the management of strategic value chains.

II. RESULTS AND PARTNERSHIPS

Project Objectives

The main objective of the project is to enhance climate resilience of the agriculture systems and value chains through increased integration and adoption of climate smart technology, approaches and practices. Specific objectives include;

1. To scale up the adoption of CSA practices in seven districts of Eastern Uganda.
2. To strengthen organizational arrangements and institutional capacities for implementation of CSA practices and the integration of CSA principles into the management of strategic value chains.

Expected results

The project targets to achieve the above objectives through the following outputs;

Outputs and main activities:

Output 1. By 2021, CSA practices are up scaled and monitored in the seven districts in Eastern Uganda.

- 1.1 Facilitate national & district levels stakeholder's sensitization & training workshops on CSA concepts & practices
- 1.2 Support the access and use of CSA technology inputs and build capacity of farmer cooperatives to manage inputs capital / grants through revolving fund mechanisms
- 1.3 Undertake farmer cooperatives Training of Trainers on CSA practices
- 1.4 Facilitate farmer to farmer cross-visits and open days on CSA technologies & practices
- 1.5 Support water harvesting and the establishment of micro irrigation units and conduct trainings on irrigation practices, equipment maintenance & management
- 1.6 Support the integration of Neem trees into the farming system
- 1.7 Undertake a baseline study to establish CSA indicator levels and prepare M&E guidelines to facilitate multi-stakeholder participatory monitoring of CSA activities
- 1.8 Document and share CSA best practices and recommendations for national wide upscaling

Output 2. By 2021, CSA approaches are promoted in selected schools in the seven districts in Eastern Uganda.

- 2.1 Support the practical skilling of pupils and teachers in CSA technologies, practices and approaches in the selected schools
- 2.2 Support schools awareness campaigns on climate smart agriculture and promote curricular and extra-curricular CSA activities in the selected schools

Output 3. Strengthened organizational arrangements and capacities for the implementation of CSA and the management of strategic value chains, by 2021.

- 3.1 Support the functioning of CSA taskforce for better coordination and monitoring of CSA activities
- 3.2 Establish and support the functioning of sub-regional CSA enterprise platforms for stakeholders' engagement
- 3.3 Conduct trainings & cross learning visits to strengthen organisational, marketing, financial & knowledge management capacities of farmer cooperatives
- 3.4 Promote investments in CSA mechanisation practices, produce bulking, post-harvest handling and value addition
- 3.5 Develop and disseminate CSA guidelines to support the integration of CSA into sector and district plans

Description of activities

Output 1. By 2021, CSA practices are up scaled and monitored in seven districts in eastern Uganda

Activity 1.1: Facilitate national & district levels stakeholder's sensitization & training workshops on CSA concepts & practices

This activity will target to increase awareness and promotion of climate-smart agriculture programme. Stakeholders at national and district levels will be trained on basic CSA theory concepts, approaches and practices, so as to enhance their knowledge and capacity to promote and monitor CSA activities. At the district level, the extension staffs and professional youth volunteers will be targeted due to their role in promoting the transfer of climate-smart technologies and practices to farmers. This activity also aims to achieve political and technical project buy-in necessary for successful project implementation. This activity will also cover the project inception workshops where all stakeholders, especially

the political and technical leadership at the respective districts will be engaged and briefed on the project, including its targets, implementation arrangements, roles and responsibilities of each stakeholder, the targeted partnerships, the monitoring and supervision requirements.

Activity 1.2: support the access and use of CSA technology inputs and build capacity of farmer cooperatives to manage inputs capital / grants through revolving fund mechanisms

Under this activity, focus will be to prepare and operationalize strategies, that are gender inclusive, for access to CSA technology inputs & services. Through memoranda of understanding, farmer cooperatives will be supported with inputs capital / grants to facilitate inputs access and use. Cooperatives shall manage these grants through conditional revolving mechanisms and will be supported by their internal control systems and where necessary professional youth volunteers will render management support. The provided capital will support cooperative activities along the commodities value chains and will include, not limited to, activities related to inputs access and requisition, production, post-harvest handling, marketing, access to relevant farming services and technologies. The project will undertake capacity building on finance mobilisation and management for the cooperative to effectively manage the inputs revolving funds. Cooperatives will target to mobilise saving from their members to complement the revolving fund and build an adequate capital base to support every cooperative member access to credit for the purchase of appropriate CSA technology inputs and services.

Activity 1.3: Undertake farmer cooperatives Training of Trainers on CSA practices

Lead farmers from farmer cooperatives will be selected and trained as trainers to facilitate the integration and scaling up of CSA practices and technologies into production, value addition and marketing activities. Regarding CSA practices, the trainings will focus on mechanization - animal / tractor powered conservation agriculture practices, including soil and water conservation practices. Another aspect of the training will target capacity building in governance and leadership, business planning and management, information and knowledge management, savings mobilization and financial management. In addition to the lead farmers, these training will involve the district agriculture extension workers. Following the training, the lead farmers will be supported with tools of work, including bicycles to enhance their movement for effective coordination and facilitation of CSA activities. Monitoring and reporting capacity of the lead farmers will be enhanced and their CSA adoption monitoring reports will be used to track progress of CSA scaling up.

Activity 1.4: facilitate farmer to farmer cross-visits and open days on CSA technologies & practices

Farmers as adult learners, learn best through observation and experiential sharing. As thus, this activity will facilitate field days and cross learning field visits, involving cooperative farmers. A total of 3 open days and farmer – farmer field visits to well demonstrated sites on CSA technologies and practices will be organised and facilitated. This demonstration based learning will enhance knowledge transfer and facilitate quick adoption and use of CSA practices or technologies. Participation in the farmer to farmer cross learning events will be open, also draw participants beyond farmer cooperatives such that community members that are not direct beneficiaries of the project also learn from the demonstrated CSA technologies and practices.

Activity 1.5: support water harvesting and the establishment of micro irrigation units and conduct trainings on irrigation practices, equipment maintenance & management;

Micro-irrigation is considered as one of the technologies for adaptation to the changing climate. Under this activity, the project will support farmer cooperatives (under cost sharing basis) to adopt community / household based water harvesting technologies and establish affordable micro-irrigation schemes and practices. In each of the cooperatives, 2 irrigation units will be installed. Selected cooperative members will be trained and their capacity and skills enhanced for maintenance and management of the irrigation equipment.

Activity 1.6: support the integration of Neem trees into the farming system as sustainable alternative pesticides

The project will focus on promoting the integration of agro-forestry into farming systems in the project area. Each farmer cooperative will identify an operational nursery unit, and receive input supported in form of tree seeds (including neem seeds) and polybags. Selected farmers and nursery technicians will be trained to enhance their capacity on tree nursery

management, neem tree seedlings management, processing and use of neem bio-products. Focus will be put on the processing and promotion of use of neem bio-pesticide in integrated pests' management. The project will support setting up of seven demonstration units on Neem Bio-Pesticide processing, as well as build capacity on its use. The project will build synergy with the ongoing COMESA / MAAIF initiative on the use of neem based biopesticides in pests and disease management and leverage on the already established knowledge, practices and technologies related to neem bio-products processing and use. Where necessary, partnerships with research institutions like NARO will be established to address any emerging research related issues.

Activity 1.7: undertake a baseline study to establish CSA indicator levels and prepare M&E guidelines to facilitate multi-stakeholder participatory monitoring of CSA activities

Considering that implementation of this project integrates a value chain approach, the related CSA indicator levels (baseline and status) in relation to the production and socio-economic characteristics of the project districts shall be determined and updated in monitoring and evaluation framework of the CSA programme. MAAIF together with the project staff will undertake the baseline study and establish the indicator levels. Baseline study will build on the pilot project terminal evaluation status in the 5 districts. These indicator levels will set a benchmark for monitoring project progress and target results. Also, monitoring and evaluation guidelines will be developed to guide multi-stakeholder participatory monitoring of CSA activities.

Activity 1.8: document and share CSA best practices and recommendations for national wide upscaling

To facilitate learning, and scaling out of CSA practices, the project will target to document and disseminate the best practices and lessons. Documentation will be done in form of production and publication of success stories, brochures, fact sheets and video documentaries. The documented best practices and success stories will be disseminated to various stakeholders through appropriate channels that harness learning such as community media channels, district noticeboards, farming expos, annual agriculture show, stakeholder platforms, UNDP Knowledge repository and others. Drawing from the best practices, a set of recommendations will be prepared to inform further implementation and scaling out of the CSA programme.

Output 2. By 2021, CSA approaches are promoted in selected schools in the seven districts in Eastern Uganda.

The current youths show little interest in Agriculture as an occupation leaving it to the elderly, and mostly women. This situation has been partly created by the poor attitude formed out of negative experiences associated with agriculture in schools, linking poverty to Agriculture and lack of skills development at an early stage of childhood. Agriculture labor used to be popular punishment option in schools. Furthermore schools no longer teach practical agriculture skills to pupils and very few national agriculture programs have targeted schools as capacity building centers for the young generation. The pilot CSA project supported 25 schools with materials and training to establish seasonal CSA demonstrations as a learning platform. However there was limited support in setting up and managing school gardens with integrated CSA practices and technologies. Under this output, activities will support attitude change of pupils towards agriculture and enhance their CSA knowledge and practical skills, as well as support the integration and demonstration of CSA practices into school gardens.

The project will target two rural primary schools in each district and promote scaling up in other schools, engagement will be with school going pupils in the upper primary classes (P4-7), members of CSA clubs, school teachers, school management boards, parents and district inspectors of schools. The project will deliberately use affirmative action to ensure gender equity in participation, access to resources and benefits among school, male and female pupils and teachers. In addition other actors including music and drama groups, extension workers, local leaders, community based organizations, communication and media agencies and relevant government institutions will be targeted and involved to promote curricular and extra-curricular CSA activities in the schools. Ministry of Education and Sports, through the District education Officers and inspectors, will be engaged to play the role of monitoring changes in school enrolment and improvement of the feeding regimes in the schools.

Activity 2.1: Support the practical skilling of pupils and teachers in CSA technologies, practices and approaches in the selected schools

The project targets to offer a learning experience to school children, reconnect the pupils with the natural and source of their food, and teach them valuable gardening and CSA concepts and agriculture production skills. The project will prepare and translate simple illustrative practical training CSA toolkits. These kits will include illustrative guides and materials on planning, setting up and running a school garden. The manual will have sections specifically for teachers and those for pupils.

The project will target to support the setting up and management of Climate Smart school gardens. These learning gardens are to serve as a resource for agriculture education and for demonstration of sustainable farming where concepts and practices of CSA are applied. For each school, a toolkit of agro-inputs, equipments and materials will be provided to support the establishment and management of climate smart school gardens. These learning gardens will be managed by teachers and pupils – who are patrons and members respectively - of the CSA clubs, and will include farm planning features, soil and water conservation structures, and measures, water harvesting and post-harvest systems, and cooking a variety of crops, nutritious vegetables, fruits and trees. The demonstrated CSA practices will be kept simple so that they can easily be replicated by the pupils and parents at their homes. Ultimately, the pupils will learn how to grow, tend, harvest and prepare – with integrated CSA practices- nutritious seasonal agricultural produce, in the educational settings of the classroom, the garden at school and at home. The experience will promote adoption of CSA practices, and their application for environmental conservation. This hands on experience will also enhance pupils ability to create linkage with home gardens and fields and thus reinforce the concepts and open the way for the exchange of knowledge and experience between the school and the community. Produce from the school gardens will complement the school feeding programs. In some schools, the project will support establishment of an arrangement between the school administration and the CSA clubs such that produce is purchased and the generated funds used to capitalise production activities in subsequent seasons.

Under this activity, support will be given for technical monitoring of results, progress, impact benefits and response to CSA demonstrations. The agriculture extension staffs will be involved to provide advisory services. The agriculture extension staff will be engaged atleast once a month to provide technical support and backstopping to the schools.

Activity 2.2: Support schools awareness campaigns on climate smart agriculture and promote curricular and extra-curricular CSA activities in the selected schools

Using the school CSA clubs as entry points, the project will promote the integration of CSA practices into schools gardening activities. For schools without the CSA clubs, the project will support formation and strengthen their functioning. CSA clubs will draw membership from the upper primary. Also school administration and teachers will be mobilised to be part of the CSA clubs so as to leverage their support. The CSA clubs will be supported to prepare and implement their action plans. The project team will ensure that the developed action plans have a clear section on awareness creation and awareness campaigns. Awareness campaigns through music dance and drama activities will specifically be promoted. As part of support to implement the CSA clubs work plans, the project will support workshop on school garden layout management. The project will support the development of a communication strategy for schools, CSA awareness and guidelines for formation and management of CSA clubs in school. To stimulate experiential learning, the project will support the CSA clubs' awareness and cross learning activities involving open school days, field days, and schools expos.

Output 3: Strengthened organizational arrangements and capacities for the implementation of CSA and the management of strategic value chains, by 2021.

Widespread adoption and use of CSA practices requires support from multi-sectoral actors whose effective coordination and engagement is important. Several actors require space where they come together, discuss and build working relationships and linkages. This output, therefore will target to strengthen the functioning of institutional arrangements and multi-actor engagement platforms that support implementation of CSA. Inter-district enterprise based platforms will be established and their functioning facilitated. Commodities to focus on shall include Pulses, Cereals, Fruits and Neem enterprises. The platforms are enterprise or commodity based so as to allow easy mobilisation of actors / stakeholders with a common interest. Actors / stakeholders from the South Eastern region, particularly those from the seven districts

will be mobilised to participate. Facilitation and technical guidance of the platforms will be provided by the district and inter - district CSA taskforces. Involvement of the district CSA taskforces is to guarantee sustainability / continuity even after the project life. Participating farmer will be encouraged to be part of cooperatives to enable collective negotiation and partnerships. The Cooperatives will take a lead role in monitoring implementation of platform action plans and establish a coordination mechanism between the participating cooperatives in each Enterprise Platform. Activities contributing to this result will include:

Activity 3.1: support the functioning of CSA taskforce for better coordination and monitoring of CSA activities

A national CSA taskforces already exists and effectively guided and monitored CSA activities of the pilot CSA project. The national CSA Taskforce consists of multi-sectoral actors; from government sector ministries, farmer organisations/federation, civil society organizations and private sector entities. The CSA district taskforces are were put in place during the pilot project but were not fully functional, yet they are responsible for the coordination and provision of guidance and oversight to the implementation of CSA activities at the local level. This activity, therefore will support the Regular (Quarterly) National CSA Taskforce meeting and field monitoring visits and monthly district CSA taskforce meetings and quarterly monitoring visits. Provision of tools of work, including motorcycles, laptops, cameras, and GPSs, necessary for effective coordination and promotion of CSA activities will be facilitated by the project. The activity will further support regular CSA taskforce engagement with stakeholders in enterprize platforms. Taskforce meetings shall be planned quarterly and their discussion outputs, including field monitoring observations be captured and included into project reports.

Activity 3.2: establish and support the functioning of sub-regional CSA enterprise platforms for stakeholders' engagement

Fostering spaces for multi-stakeholder dialogue is one essential element for the establishment of linkages and partnerships necessary for the wide scale adoption and use of CSA practices. This activity will facilitate the setting up and functioning of enterprise platforms in the region. With CSA taskforce leadership, guidelines will be developed to guide the functioning and management of these platforms. Bi-annually, various actors including those from the private sector, will be mobilised and engaged to participate in platform dialogues and discussions. During the platform discussions, focus will be put on establishing an understanding of development benefits for each actor, and the building of partnership to encourage continuous identification of opportunities and incentives to catalyse investments and promotion of CSA activities. Platform action plans will be generated and the project will support execution of the planned platform activities. Platform activities would include strengthening enterprize cooperative institutional organisation, likages with marketeers, input suppliers, technology and information hubs, credit and insurance service providers and participation in enterprise platform learning events such as exhibition of innovative technologies, and field days, will also be supported and facilitated to accelerate technology transfer and cross learning. Support will be in form of exhibition space, or any logistical related support to have the innovative technology transported and exhibited at the same venue for platform meetings.

Activity 3.3: conduct trainings & cross learning visits to strengthen organisational, marketing, financial & knowledge management capacities of farmer cooperatives

Implementation of this project integrates a value chain approach for the scaling up of CSA practices. At producer level, the entry for promotion of CSA practices will be to work with farmer cooperatives, both primary and secondary. Functioning of farmer cooperatives is supported by the Uganda Cooperatives Societies act, that allows organized members or societies that have their objective and capability to promote the economic and social interests of its members to amalgamate into cooperatives. Cooperatives promote fairness, are democratically controlled by its membership of owners and are guided by seven principles as outlined in annex seven. Working with farmers organised in cooperatives will enable project implementation to create a formal arrangement for farmers' collective action in adopting and using CSA practices. The project will work with the already existing primary cooperatives, established during the pilot project, and support them to transition into secondary cooperatives. In districts where primary cooperatives are non-existent, the project will support the farmer organisation to amalgamate into farmer cooperatives. Emphasis will be put on gender balanced membership with representation from men, women and youths. Fair visibility

and equal participation, in relation to leadership and management decision making will be targeted. Specific needs and points of view of both women and men will always be captured and considered. Regarding leadership roles and positions, both men and women will be encouraged to take on active roles; there will be a deliberate effort to discourage having only women in support roles and those that would reinforce gender stereotypes, such as treasury roles given that generally, women are more honest and less corrupt.

Functioning at cooperatives level will enable farmers to better link with finance service providers, agricultural inputs dealers, information service providers and output markets. Therefore, under this activity, capacity building, including hands on skills training, will be facilitated. The trainings will target key thematic areas for the functioning of cooperatives. These shall include cooperative governance and management, business development, marketing, partnerships building, savings mobilisation, financial management, book keeping and knowledge management. Selected members from the 15 cooperatives will be facilitated to undertake a cross learning visit within Uganda where cooperatives are successful and benchmark the catalytic approaches and practices for CSA implementation and cooperatives management. This activity will contribute to strengthened capacity need to transition from primary to secondary farmer cooperatives, and integrate CSA practices in their production, value addition and marketing activities.

Activity 3.4: promote investments in CSA mechanisation practices, produce bulking, post-harvest handling and value addition

Under this activity, good and innovative CSA technologies and practices related to mechanisation of agronomic practices, post-harvest handling, pests and diseases control, processing and value addition will be promoted to accelerate their adoption and use amongst cooperative members. For mechanization, the project will provide inputs grant for cooperative to access sets of ox and tractor-drawn rippers (at cost sharing basis) to facilitate the adoption of minimum tillage practices. Cooperative cost sharing will come in the form of input credit revolving fund, innovative technologies for post-harvest handling, bulking facilities, marketing centres will also be promoted. Given that World Food Program has been promoting harvest storage technologies in the country, the project will target to bring WFP on board and establish working partnership and linkages with the farmer cooperatives where appropriate. Furthermore, the project will facilitate establishment of linkages and working partnerships between farmer cooperatives and other inputs suppliers. The project will also consider supporting the farmer cooperative with appropriate matching grants, to accelerate the adoption and use of the demonstrated CSA practices and other CSA innovative technologies. Under this activity, the production, storage and processing equipments to be promoted and supported will be those that are easily used and handled by both men and women. Mechanisation equipments that reduce drudgery and the need for greater physical power will be prioritised so as to promote adoption and use by both men and women.

Activity 3.5: Develop and disseminate CSA guidelines to support the integration of CSA into sector and district plans.

This activity is to develop an instructive tool to guide the agriculture sector and stakeholders on the identification and implementation of CSA practices and technologies. The developed CSA guidelines will guide the integration of CSA into sectoral planning and budgeting processes. Target will be at district level such that their development plans and programs have integrated priority CSA actions. The guidelines will also contribute to strengthening institutional capacity for CSA knowledge, practice and technology sharing. Development of CSA guidelines will be led by the CSA National task force and will follow a participatory approach involving multi – stakeholder engagement through consultative and validation meetings.

Resources Required to Achieve the Expected Results

The main resources need for project delivery include human, financial and institutional resources. Regarding human resources, there will be needed to establish a project management unit and dedicate focal points in each district production department. These will technically lead the day-to-day operations and decision-making. The PMU team will be composed of recruited staff; the Project Manager who is the technical lead, and a Finance and Administrative Associate for administrative and management services. Technical consultants (mainly local) will be sourced and engaged to support the delivery of thematic activities that have been outlined in the workplan. The execution of the

project activities will be financed with a total budget of Euro 1,076,271 (USD 1,330,000) over a three-year period. A detailed breakdown of the cost estimate is presented in the multi-year workplan in section VII. Another critical resource to drive the project is a working environment within which implementation will be carried out. This will be in the form of provision of office space, utilities and such resources that will be needed by the project team to execute the project activities. Project delivery will also depend on viable partnerships especially with private sector actors, development partners, research and academic institutions, WFP, for the supply and distribution of CSA technology inputs and services.

Partnerships

The project is to contribute to the implementation of the Uganda CSA program 2015-2025, aimed at improving resilience of agricultural systems to the effects of climate change. Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) will take the lead in implementation of the project. MAAIF will work in partnership with the Ministry of Water and Environment (MWE) which is responsible for climate change issues through its Climate Change Department. MTIC will also be engaged to support and guide the functioning of farmer cooperatives. At local government level, the production department will involve the district CSA taskforces to coordinate, monitor and offer overall guidance and oversight to the project activities. The composition of district CSA taskforces is multi-sectoral; composed of staffs and actors from the government departments, (production, environment, planning, commercial, OWC), farmers' federation, civil society organizations and private sector, and therefore the project will foster engagement of actors from these represented sectors to participate and support project implementation. The project will support partnerships building amongst farmer cooperatives and private sector actors, considering that most CSA technology inputs and services are supplied and distributed by the private sector. Also, the project will establish linkages and collaborations with non-state institution and CSO implementing climate action projects in the region to leverage their best practices, innovations and lessons. Also, there will be an effort to establish a working partnership with WFP for the access of grain storage silos and bins such as the galvanised steel vacuum silos.

UNDP synergies: Other UNDP implemented projects that this project will benefit / synergize with, include the following:

On-going project	Objective of the on-going project	Benefit / synergetic area
Supporting Developing Countries to Integrate Agricultural Sectors into National Adaptation Plans - NAP- Ag project:	<p>The objective of the project is to integrate climate change concerns related to agriculture-based livelihoods within existing national planning and budgeting processes.</p> <p>The project is working with MAAIF to build technical & institutional capacities to integrate key adaptation requirements for the agriculture sector into sectoral and cross-sectoral planning and budgeting processes.</p>	<p>This project has prepared the National adaptation framework for the Agriculture sector that highlights various adaptation option for building a resilient agriculture system. Implementation of CSA project would be informed by the NAP-Ag framework, as well as the generated knowledge products including the Vulnerability assessment reports, NAPAs documentation report, & Adaptation Technology Adoption Plan. Given that this CSA project will target to strengthen the planning capacity at the district level; this will offer means through which the NAP-Ag plan could be put in practice. The NAP-Ag plan as mentioned adapation options, most of which are considered as CSA practices.</p>
ILM project	<p>The purpose is to enable communities in the Mt. Elgon region to conserve the fragile ecosystem and improve the productivity of their livelihoods in a sustainable manner.</p>	<p>ILM project has demonstrated the following best practices that this CSA project could replicate:</p> <ul style="list-style-type: none"> • for land use planning at district level, a participatory approach, particularly community involvement in planning and implementation of land use plans promotes ownership and cost sharing. • for sustainable land management, adoption and application of conservation agriculture practices, particularly the soil and water conservation practices has been promoted through community small grants.

Strengthening climate Information and Early warning systems - SCIEWS	The objective of the project is to strengthen the weather, climate and hydrological monitoring capabilities, early warning systems and available information for responding to extreme weather and planning adaptation to climate change in Uganda	The SCIEWS project has contributed to the improvement of weather forecasting mechanisms. Based on accurate weather forecasts, weather indexed insurance could be promoted to complement implementation of CSA activities.
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Risks and Assumptions

Operational risk: One key assumption is that there will be stakeholders buy in and willingness, especially from the private sector actors to support CSA implementation, given that most climate smart technology inputs and services are supplied by the private and civil sector actors. Considering this assumption, project implementation will focus on facilitating discussions and understanding of development benefits for each actor as they participate on the enterprise platforms. This will encourage partnership building to stimulate identification of opportunities and incentives to catalyse continuous supply of climate smart technology inputs and services. The project will also strengthen the functioning and coordination capacities of the CSA taskforce since these are already composed of multi-sectoral actors. Also, UNDP will provide the necessary quality assurance support for strengthened policies and legislative frameworks, project implementation effectiveness and efficiencies, with focus on: value for money, evidence based learning from best practices and results based project management. Another operational risk that the project may face is political interference / influence and conflict of interest during beneficiary selection especially the farmer cooperatives. This risk will be mitigated through engagement of both political and technical staffs at the district where the project objectives and targets will be presented. A clear selection criteria of the farmer cooperatives will be established and selection priority will be for those farmer cooperatives that were formed or participated in the pilot CSA project.

One financial risk that this project faces is the ability of individual farmers to afford the CSA technology inputs and services, considering that the adoption requires substantial investments. To mitigate this financial risk, the project will work with farmers organised in farmer cooperative enterprises so as to maximise pooling of capital and resources. Mobilization of member savings and management of savings schemes will be supported, and such will be complemented with inputs / infrastructural matching grants. Farmer cooperatives will be engaged and clear explanations made so as to manage their high expectations related to the matching grants, as well establish an understanding of the cost sharing requirements. It is also assumed that the funding support from COMESA will be uninterrupted; likewise, external investment from the private sector will also continue or even increase with respect to the support for the supply of CSA technology inputs and practices.

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

Project Risk log

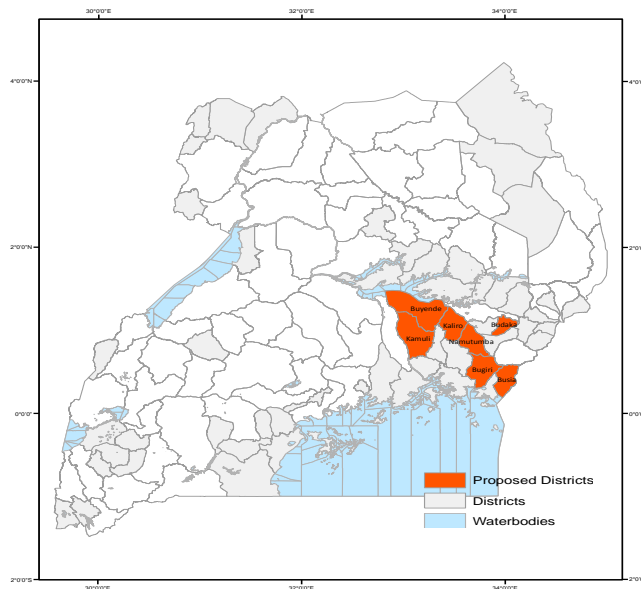
No	Risk	Level of Risk	Mitigating Strategies and Actions
1	Political interference / influence and conflict of interest during beneficiary selection	moderate	<ul style="list-style-type: none"> • engagement of both political and technical teams from the inception phase of the project, explaining clearly the project target and objectives. • setting a clear selection criteria for the beneficiary farmer cooperatives.

2	Limited access to credit by individual farmers that restricts their ability to purchase CSA technology inputs and services	moderate	<ul style="list-style-type: none"> strengthen the functioning of farmer organisations / cooperative enterprises so as maximise pooling of capital and resources. support the functioning of farmer cooperatives with inputs capital grants managed on revolving fund mechanisms to enable most cooperative members access credit for purchase CSA technology inputs and services
3	Occurrence of extreme/severe climate events such as dry spell, drought and floods	moderate	<ul style="list-style-type: none"> the project will leverage on the early warning systems already in place, established by the SCIEWS project, and accordingly support farmer cooperatives to access weather forecasts. efforts will be made to engage and link the private sector service providers with farmer cooperatives to provide weather based index insurance
4	Minimal private sector interest in CSA interventions	low	<ul style="list-style-type: none"> support the functioning of enterprise platforms and information sharing events to ensure that adequate information flows to the private sector on business / investment opportunities for the supply of CSA technology inputs and services

Stakeholder Engagement

The primary beneficiaries of this project are women, youth and men farmers that are members of the farmer cooperatives in the seven project districts. The existing farmer cooperative enterprises will be enrolled into the project and their organisational & marketing capacity, and the financial & knowledge management skills strengthened. These cooperatives will be supported to actively participate in the stakeholder platform engagements and build partnerships with the private sector input and marketing dealer for the access of climate smart technology inputs and services. The secondary beneficiaries will include members of the already existing district multi-stakeholder CSA taskforce that includes government sector staffs, Uganda farmers' federation, civil society organizations and private sector entities. The district CSA taskforce will be strengthened to better coordinate and monitor CSA activities. Also, relevant district production department staffs, as designated by the head of department, will be involved as project focal persons responsible for the coordination of project implementation in their respective districts. They will be targeted to participate in training activities to enhance their planning and coordination capacities necessary for project delivery. Geographically, the project will be implemented in the eastern region districts of Uganda. Given that it is a scaling up project, all the districts, namely; Buyende, Budaka, Bugiri, Busia, Namutumba, that participated in the COMESA CSA pilot project will be involved. Additionally, Kamuli and Kaliro districts will be included given that they in the same region and are characterised by similar production and productivity challenges.

Map showing the project area.



In country exchange visits

The project considers undertaking national cross learning visit within Uganda, mainly for farmer cooperative enterprises, to benchmark the catalytic approaches and practices for CSA implementation and cooperatives management. District cooperative officers will take a lead in identifying the most successful cooperatives in the country. The schools based CSA clubs will also be facilitated to undertake cross learning visits in other schools where school gardening has been successful.

Knowledge

To effectively facilitate learning, the project will target to document and disseminate the best practices and lessons. Documentation will be done in form of production and publication of success stories, brochures, fact sheets and video documentaries. The documented best practices and success stories will be disseminated to various stakeholders through appropriate channels that harness learning such as community media channels, district noticeboards, farming expos, annual agriculture show, stakeholder platforms, UNDP Knowledge repository and others. The project will also participate in the mid-term review of the Uganda CSA Program 2015-2025 and other sectoral strategy reviews and share its best practices and lessons to policy makers and key sector stakeholders.

Sustainability and Scaling Out

Programmatic sustainability: To ensure that the benefits from the project will continue after the project has ended, the project has included the establishment and functioning of stakeholder platforms to continue offering space for stakeholder engagement and promotion of CSA practices. Sustainability of these stakeholder engagements will largely depend on the willingness of stakeholders, especially the private sector actors to continue participating and supplying climate smart technology inputs and services. The project will facilitate discussions and understanding of development benefits for each actor as they participate on the platforms, and encourage partnership building to encourage continuous identification of opportunities and incentives to catalyse continuous investments in CSA activities. Also, as farmer cooperative enterprises demonstrate success and increased economic benefits, it will create learning opportunity for various farmer groups in other communities and regions to institutionalise into farmer cooperatives and replicate approaches and practices demonstrated in this project. The project's documented success stories, practices and results shall inform the replication and wider promotion of CSA practices and technologies in other regions of the country. These shall also be captured in the Uganda CSA Program's results based M&E framework and thus inform the program's midterm review, and the design and implementation of similar future programs.

Institutional sustainability: Implementation of the project will take place through existing local government structures, with the lead involvement of district production departments, particularly the extension system and the district CSA taskforces. The extension staffs and district taskforce – a multi sectoral team- will participate in participatory monitoring

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

Scaling-out: This project will only be implemented in the eastern region and therefore its best practices, approaches, lessons and results will inform and contribute to the wider implementation of the Ugandan CSA program in other agricultural zones throughout the country.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will be implemented following UNDP's National implementation modality (NIM), in accordance to the Standard basic assistance agreement between UNDP and the Government of Uganda, and the Country Programme. Since 2015, UNDP Uganda has implemented programmatic approach and scaled up joint projects board meetings as part of improving efficiency, enhancing learning and synergy between the projects. As such, in UNDP this project will be managed within the UNDP climate and disaster resilience programme under the sustainable and inclusive economic development portfolio country support programme. On a quarterly basis, the project management team will be part of the joint performance reviews and semi-annual joint project board oversight and quality assurance meetings. The implementing partner and UNDP will collaborate in procurement actions taking advantage of the comparative advantage of each partner to ensure value for money and programme implementation effectiveness

Project Management

MAAIF is responsible for agricultural development in Uganda and therefore will take the lead in implementation of the project. MAAIF will work in close partnership with the Ministry of Water and Environment which is responsible for climate change issues through its Climate Change Department. The project will be anchored under the Climate Smart Agriculture Program in the department of Agricultural Infrastructure Mechanisation and Water for Agricultural Production (AIMWAP). The CSA / SLM Focal Point, will provide technical backstopping to the project PMU team that will be responsible for the day to day management of the project. The focal person will report project progress to the Permanent Secretary and COMESA Secretariat through the Commissioner AIMWAP department. The Multi-Stakeholder National CSA Taskforce; composed of government sector ministries, Uganda farmers' federation, civil society organizations and private sector entities, will provide overall guidance and oversight to the project activities. District CSA coordinators will be identified by the 7 district local governments to coordinate implementation of activities at district and lower levels working through extension workers and community facilitators. Memorandum of Understanding (MOUs) will be concluded between MAAIF and District Local Governments, Community Based Organizations and other relevant entities involved in implementing project activities to ease disbursement of funds and streamline accountability. All project assets and knowledge material will have UNDP logo and acknowledge contribution of the donors.

A project board will be established to provide oversight for the implementation, and it will be co-chaired by the Permanent Secretary MAAIF; and Country Director UNDP (see section VIII for governance structure). The project partners will use UNDP Programme and Operations Policies and Procedures and Standard Operating Procedures for Government National Implementation projects in execution of all activities. In addition to its quality assurance role, UNDP will provide support services which shall be elaborated in the letter of agreement.

IV. RESULTS AND RESOURCES FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	Baseline		Targets			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
Output 1. By 2021, CSA practices are up scaled and monitored in seven districts in eastern Uganda.	1.1 number of cooperative members / farmers integrating CSA practices and using sustainable production technologies	Sector performance reports	2 groups 3000 Ha 12 Km	2018	15	28	53	Review local governments sector performance reports
	1.2 number of hectares under conservation agriculture practices				3100	3500	3700	
1.3 km of soil and water conservation bands constructed	1.4 existence of a functional M&E framework (with regular generation, dissemination and use of update data; disaggregated by gender, location, etc where applicable) that has integrated value chain approach indicators.	CSA M&E system in place but not functional	existence of functional M&E system					
20			180	250				
Output 2. By 2021, CSA approaches are promoted in selected schools in the seven districts in Eastern Uganda	2.1 number of active school CSA clubs; and number of schools integrating CSA practices into their curricular & co-curricular activities mainly school gardening	Project monitoring reports	0	2018	14	14	14	Undertake project monitoring sessions and review schools / clubs reports.
	2.2 Ha of school gardens integrating CSA practices and technologies		0		05	15	25	
Output 3. Strengthened organizational arrangements and capacities for the implementation of CSA and the management of strategic value chains, by 2021	3.1 number of functional platforms established/strengthen that engage stakeholders / enterprises value chain actors for the implementation of CSA, including, mainstream gender responsive actions/practices	Sector performance reports	- no functional platforms	2018	4	4	4	Review local governments sector performance reports
	3.2 existence of a strategy, that is gender inclusive, for access of CSA technology inputs & services		- no strategy	2018	partial	yes	yes	
	3.3 number of districts that have functional ² CSA taskforces actively coordinating, monitoring and facilitating partnerships building for the implementation of CSA activities		0	2018	7	7	7	
	number of functional ³ farmer cooperative enterprises in place			2018	6	12	15	

² Functional taskforces – meeting minute, reports on their monitoring activities, cross sectoral engagements/ activities implemented

³ Regular farmer trainings, farmer meetings, collective marketing, representation on platforms

	3.4 existence of a functional M&E framework (with regular generation, dissemination and use of update data; disaggregated by gender, location, etc where applicable) that has integrated value chain approach indicators.		- CSA M&E system in place but not functional	2015	partial	yes	yes	
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V. **RESULTS FRAMEWORK**

VI. **MONITORING AND EVALUATION**

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.	IP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually/Quarterly	Risks are identified by project management and actions taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	IP	N/A
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. This will facilitate preparation of the Lessons learnt report at project end	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	IP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data on the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any review reports prepared over the period.	Semi annually , Annually, project end - final report	Project results, challenges and gaps transparently documented and reported	IP	
Project Review (Project Board)	The project board will hold regular project reviews to assess the performance of the project, approve AWP's and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Bi-annually	Any quality concerns or slower than expected progress will be discussed by the project board and management actions agreed to address the issues identified.	UNDP	15,000

Evaluation Plan⁴

Evaluation Title	Partners	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Annual review	MAAIF		Outcome 3.1	December 2018, 2019	IP, Project beneficiaries, private sector actors	
Terminal project evaluation	MAAIF			December 2020	IP, Program beneficiaries, private sector actors	15,000

⁴ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁵⁶

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			Responsible Party	PLANNED BUDGET				
		Y1	Y2	Y3		Funding Source	Atlas Budget Acc. Code	Budget Description	Amount (USD)	Budget notes
UNDAF / CPD Outcome 3.1 "Natural resources management and energy access that are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems; and strengthening community resilience"										
Output 1. By 2021, CSA practices are up scaled and monitored in seven districts in eastern Uganda.	1.1 facilitate national & district levels stakeholders' sensitization & training workshops on CSA concepts & practices	18,600			MAAIF/ UNDP	COME SA	75700	2 national training & sensitization workshops on CSA	6,000	1
				75700			7 districts stakeholders' workshops on CSA	12,600	2	
	1.2 provide input capital for the access and use of CSA technology inputs & build capacity for the management of inputs revolving funds	-	90,000				72600	Inputs grants as revolving funds	90,000	3
	1.3 Undertake farmer cooperatives Training of Trainers on CSA practices		9,000	35,000			75700	2,5 day training workshops for cooperatives on governance / leadership, business mgt, information system mgt etc	18,000	4
							75700	2 hands on trainings in animal draught power conservation agriculture practices for selected 70 operators;	8,000	5
							75700	Training in tractor driven conservation agriculture practices for 15 operators	6,000	6
							75700	Training of 60 lead farmers as ToT on soil & water conservation practices from selected landscapes	5,000	7
							72200	Procure bicycles for lead farmers (70bicycles@100)	7,000	8

⁵Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			Responsible Party	PLANNED BUDGET				
		Y1	Y2	Y3		Funding Source	Atlas Budget Acc. Code	Budget Description	Amount (USD)	Budget notes
UNDAF / CPD Outcome 3.1 "Natural resources management and energy access that are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems; and strengthening community resilience"										
Output 1. By 2021, CSA practices are up scaled and monitored in seven districts in eastern Uganda.	1.4 facilitate farmer to farmer cross-visits and open days on CSA technologies & practices		9,000	5,000	MAAIF/ UNDP	COME SA	71600	7 cross- visits, Safari day allowances, refreshments & meals costs during farmer – farmer cross visits and open days on CSA technologies / practices, involving a total of 150 farmers/participants	14,000	9
	1.5 support the establishment of micro irrigation units and conduct trainings on irrigation practices, equipment maintenance & management	8,000	70,500	71600			Travel & DSA for site assessment, development of BOQ of potential 30 irrigation sites in the 7 districts	3,500	10	
				72200			Costs for the irrigation equipments and installation of 30 irrigation units, 2 per cooperative	67,500	11	
				75700			Training costs for beneficiaries & community ToTs/ facilitators in irrigation practices, management & maintenance of equipment	7,500	12	
				72300			7 sets of inputs (herbicides, fertilisers, sprayer, seeds and tree nursery tools to support 7 agro forestry nurseries to integrate neem tree seedling raising	10,150	13	
	1.6 conduct trainings on tree nursery practices & management, and support the integration of Neem trees into the farming system		18,150	75700			Training costs for training 40 ToTs on nursery practices, management of neem tree seedlings & use of neem products	8,000	14	
				71600			Field facilitation, travel – DSA, transport for 6 staffs from MAAIF, UNDP and CSA taskforce nominees to undertake a study for baseline & status indicator levels & prepare M&E guidelines	6,000	15	
	1.7 undertake a baseline study to establish CSA indicator levels & prepare M&E guidelines to facilitate participatory monitoring of CSA activities	6,000								
	1.8 document and share CSA best practices and recommendations for national wide upscaling			18,000			71300	Local consultant to document and evaluate CSA best practices (30days@300UDS/day)	7,500	16
							75700	2 validation workshops - national & regional levels	8,000	17
74200					Printing of CSA documentation reports & policy briefs	2,500	18			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			Responsible Party	PLANNED BUDGET				
		Y1	Y2	Y3		Funding Source	Atlas Budget Acc. Code	Budget Description	Amount (USD)	Budget notes
UNDAF / CPD Outcome 3.1 "Natural resources management and energy access that are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems; and strengthening community resilience"										
	Monitoring and evaluation	15,000	7,000	7,500			71600	Costs (safari day allowances, transport refund) related to multi-stakeholder participatory monitoring of CSA activities	14,500	19
							71400	Project quarterly review meeting, bi-annual board meetings	15,000	20
	Sub-Total for Output 1								316,750	
Output 2. By 2021, CSA approaches are promoted in selected schools in the seven districts in Eastern Uganda.	2.1 support the practical skilling of pupils and teachers in CSA technologies, practices and approaches in the selected schools	12,000	24,800	4,000	MAAIF	COME SA	74200	Preparation & translation of the illustrative practical training manual for integration of CSA practices into school gardening	15,000	21
							72300	Agro-input CSA toolkits to support establishment of CSA demonstration gardens and management of school gardens	21,000	22
							71600	Costs for technical backstopping to the schools (Safari day allowance and fuel costs)	4,800	23
	75700	Workshop on school garden layout management and school feeding program	33,600	24						
	71600	School CSA awareness campaign through music, dance and drama activities	10,000	25						
	71300	Develop communication strategy for schools, CSA awareness and guidelines for formation and management of CSA clubs	7,500	26						
	71600	Support CSA clubs' awareness and learning activities including cross learning visits, school field days, expos	28,000	27						
	71600	Costs (safari day allowances, fuel costs) during quarterly monitoring of progress and results in schools	4,000	28						
	Monitoring and evaluation	1,000	1,500	1,500						
	Sub-Total for Output 2								123,900	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			Responsible Party	PLANNED BUDGET				
		Y1	Y2	Y3		Funding Source	Atlas Budget Acc. Code	Budget Description	Amount (USD)	Budget notes
UNDAF / CPD Outcome 3.1 "Natural resources management and energy access that are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems; and strengthening community resilience"										
Output 3. Strengthened organizational arrangements and capacities for implementation of CSA and management of strategic value chains, by 2021.	3.1 support the functioning of CSA taskforce for better coordination and monitoring of CSA activities	36,600	11,800	10,000	MAAIF/ UNDP	COME SA	75700	CSA taskforce meetings (one meeting quarterly)	10,000	29
							71600	Travel for coordination, facilitation of partnership building, & field work	12,000	30
							72200	7 Motorcycles, 7 cameras, 7 sets of furniture & 9 GPS,	36,400	31
	3.2 establish and support the functioning of sub-regional CSA platforms for stakeholders' engagement	15,400	40,000	24,000			75700	Taskforce to develop guidelines for platforms functioning and prepare strategy to accelerate access to CSA inputs and technologies	6,000	32
							71600	Facilitate enterprise platform learning events (2field days, 2 exhibitions, agro-2 expos, 4 study tours)	23,000	33
							75700	Facilitate 28 platform meetings for the 4 enterprise platforms – meeting costs	50,400	34
	3.3 conduct trainings & cross learning visits (S-S) to strengthen organisational, marketing, financial & knowledge management capacities of farmer cooperatives	50,000	44,500	0			75700	Training workshops & hands on skills training for farmer cooperatives, including extension workers & lead farmers for extension support,	50,000	35
							72200	Purchase of ICT access equipment (computer) for the farmer cooperatives	22,500	36
							71600	In country cross learning visits (travels and facilitation),	22,000	37
	3.4 promote investments by farmer cooperatives in CSA mechanisation practices, produce bulking, post-harvest handling and value addition	30,000	157,000	0			72300	Equipment, materials & setting up costs to establish 15 demonstration units of grain/pulse post-harvest handling;	18,000	38
							72300	Equipment, materials & setting up costs of 7 demonstration units on Neem bio-pesticide processing & packaging	21,000	39
							72300	Procure 7 sets of ox-drawn and 7 sets of tractor – drawn CA equipment- Rippers,	45,500	40

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			Responsible Party	PLANNED BUDGET					
		Y1	Y2	Y3		Funding Source	Atlas Budget Acc. Code	Budget Description	Amount (USD)	Budget notes	
UNDAF / CPD Outcome 3.1 "Natural resources management and energy access that are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems; and strengthening community resilience"											
							72600	Infrastructure matching grants to farmer cooperatives	90,000	41	
	Sub-Total for Output 3								413,300		
	Total for all outputs	241,700	516,750	89,000					859,950		
	Project Management costs				Terminal evaluation fees and audit	72100	12,500	42			
					Project Manager	74100	108,000	43			
					Cost share to Office space	71300	45,000	44			
					Office equipment (work station furniture for 2, 2 laptops + printer)	72300	5,176	45			
					Utilities & Consumables	73100	36,000	46			
					Direct Project Cost	63400	52,400	47			
					Agency Fee (GMS 7%) on component totals	75100	73,400	48			
									320,050		
Total From COMESA									1,180,000		
Cost share from UNDP:								90,000			
	Contribution towards project staff costs, mainly the Finance & Administration Associate;					1667usd x 36 months		60,000	49		
	Cost sharing towards office space					10,000usd per year x 3 years		30,000	50		
Total Project Budget									1,270,000		

Budget notes

No	Description of cost item
1	Costs for 2 national level training & sensitization workshops on CSA, each involving maximum 40 stakeholders; a total of USD 6,000; involves conference services (USD 3400) and Travel (USD 2600)
2	Costs for 7 districts stakeholders' workshops on CSA, each involving maximum 30 stakeholders; a total of USD12,600, involves conference services (USD 4000) and Travel (USD 8600)
3	Inputs grants to 15 cooperatives to be managed on a revolving fund mechanism. Kindly note that this is different from the inputs capital under line 24 & 25 because that is for specified inputs as mentioned.
4	2, (one yr1 & another yr2) 5day training workshops for 60 cooperatives members and selected extension staffs as ToTs to lead & facilitate farmers in CSA activities; a total cost of USD 18,000, involves conference services (USD 8000) and Travel (USD 10000)

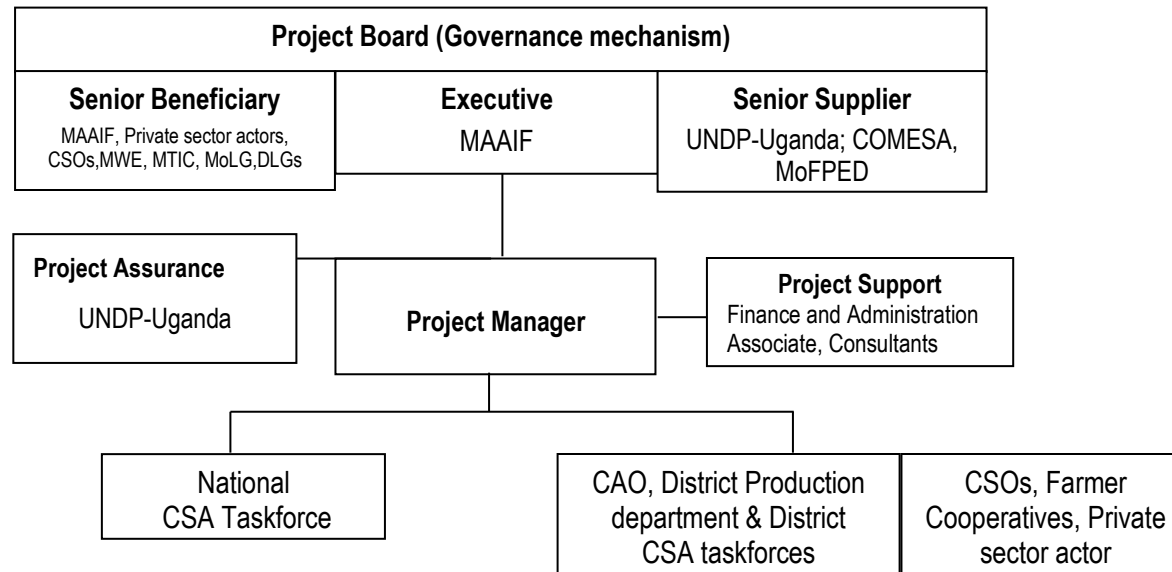
5	2 hands on trainings in animal draught power conservation agriculture practices for the selected 70 operators; total cost of USD 8,000 involves trainer's fees (USD 1,000), Travel (USD 4,000), logistics and inputs as required (USD 3,000)
6	Costs for training in tractor driven conservation agriculture practices for 15 operators selected from farmer cooperatives; total cost of USD 6,000 involves trainer's fees (USD 1,000), Travel (USD 3,000), logistics and or inputs as required (USD 2,000)
7	Training of 60 lead farmers as ToT on soil & water conservation practices from selected landscapes; total cost of USD 6,000 involves trainer's fees (USD 1,500), Travel (USD 3,500), logistics and or inputs as required (USD 1,000)
8	Procure bicycles for lead farmers (70bicycles@ USD100) to facilitate their movements as they facilitate and promote the adoption of CSA practices amongst cooperative members and wider community.
9	7 cross learning visits, Safari day allowances (USD 10,000), refreshments & meals costs (USD 4,000) during farmer – farmer cross visits and open days on CSA technologies / practices, involving a total of 150 farmers/participants.
10	Travel & DSA for 2 MAAIF technical staff to undertake site assessment, development of Bill of Quantities of potential 15 irrigation sites in the 7 districts
11	Procurement costs for 30 irrigation units (2 per cooperatives), including transportation and installation related cost
12	Training costs for beneficiaries & community ToTs/ facilitators in irrigation practices, management & maintenance of irrigation systems and equipment; total cost of USD 7,500 involves trainer's fees (USD 1,000), Travel (USD 4,000), logistics and or inputs as required (USD 2,500)
14	Costs related to 7 sets of inputs (herbicides, fertilisers, sprayer, seeds and tree nursery tools to support 7 agro forestry nurseries integrate neem tree seedling raising & promotion
15	Training costs for training 40 ToTs on nursery practices, management of neem tree seedlings & use of neem products; total cost of USD 8,000 involves Travel (USD 5,000), logistics and or inputs as required (USD 3,000)
16	Field facilitation, travel – DSA, transport for 6 staffs from MAAIF, UNDP and CSA taskforce nominees to undertake a study for baseline & status indicator levels & prepare M&E guidelines
17	All-inclusive costs for a local consultant to document and evaluate CSA best practices. Consultancy for 25 days at 300USD per day
18	Costs for 2 validation workshops - national & regional levels of the documentation report, a total of USD 8,000 involves conference services (USD 3,000) and Travel (USD 5,000)
19	Printing of CSA documentation reports & policy briefs
20	Output share to the travel costs and safari day allowances of 10 CSA taskforce members during the participatory field monitoring, coordination and facilitation of platform discussions and partnership building
21	Costs to facilitate PMU to participate in Project quarterly review and bi-annual board meetings
22	Preparation & translation of the illustrative practical training manual for integration of CSA practices into school gardening; already available manuals like the FAO manual will be contextualised to Uganda and then translated. Each school to receive 5 manuals; 2 for teachers and 3 for pupils; so a total of 60 (5 x 14) manuals will be prepared.
23	Cost to procure and distribute agro-input CSA toolkits to support establishment of CSA demonstration gardens and management of school gardens;
24	Costs for technical backstopping to the schools; Safari day allowance and fuel costs for the agriculture extension staff. Backstopping will be done once a month and only during school calendar , thus a total of 24 months
25	Workshop costs involving pupils and administration staff per school on school garden layout management and their complementary function to school feeding program
26	Costs involved in organising a regional based primary schools CSA awareness campaign through music, dance and drama activities; costs include logistical related costs for transportation, venue, costumes etc.
27	Consutancy costs to develop communication strategy for schools, CSA awareness and guidelines for formation and management of CSA clubs; 25 days @ 300Usd
28	Support CSA clubs' awareness and learning activities including cross learning visits, 7school field days, 7expos and field days
29	Costs (safari day allowances, fuel costs) for 5 participants during quarterly monitoring of progress and results in schools
30	CSA taskforce meetings (one meeting quarterly for district taskforces), and one meeting bi-annually for national level taskforce), each meeting at 1,250 Usd; 8x1250 = 10,000usd

3 1	7 Motorcycles & 7 cameras, 9 GPS, to facilitate the functioning of the CSA taskforce,
3 2	Costs of two, 5-day workshop involving 12 CSA taskforce members, drawn from national & district taskforces to develop guidelines for the functioning and regulation of platforms, plus a strategy to accelerate CSA inputs/technology access; Conference services (USD 2500), Travel – DSA & transport refund (USD 3500);
3 3	Facilitate enterprise platform learning events (field days, exhibitions, agro-expos, study tours). Facilitation is in form of logistical support such as exhibition space, demonstration inputs, transportation of a given innovative technology etc.
3 4	Costs of 28 (Yr1- 4; Yr2-12; Yr3-12) stakeholder platform meetings for the 4 enterprise platforms during the three years. Each, tri- monthly meeting will be involving minimum 60 stakeholders per enterprise and at a cost of USD 1800 (total USD 50,400). The total involves conference services (USD 20,000); Travel costs for participants – transport refund & DSA (USD 30,400)
3 5	Costs for 30 training workshops & hands on skills training for the 15 farmer cooperatives, including extension workers & lead farmers for extension support on adoption of CSA practices; A Total of USD 56,000, includes fees for the specialised trainer (USD 5,000), Conference services (USD 21,000), Travel – participants DSA and transport refund (USD 30,000)
3 6	Purchase of ICT access equipment for the 15 farmer cooperatives; 15 sets of desktop computer, each at USD 1,500 (total USD 22,500)
3 7	Costs to facilitate In country cross learning visits - Travel costs – accommodation, allowances, transport costs for selected farmer cooperatives members:
3 8	Inputs grant to 15 cooperatives for equipment, materials (packaging bags, vacuum bags, PIC bags, tarpaulins, silos etc.) to support the introduction and adoption of technologies and practices in grain/pulse post-harvest handling; and value addition; cost for each cooperative is 1,200. Total USD 18,000
3 9	Inputs grant to 15 cooperatives for inputs (especially neem seed) and materials to support 7 demonstration units, each per 2 cooperatives, on Neem bio-pesticide processing & packaging; cost in each district is 3,000. Total USD 21000
4 0	Procurement costs for 15 sets of ox-drawn and 7 sets of tractors – drawn CA tillage equipment, mainly rippers to support the uptake of planting in ripper lines
4 1	Infrastructure matching grants to the 15 farmer cooperatives. This is to support, on a co-sharing basis, uptake of CSA technologies and practices that require a relatively huge amount, example is construction of produce bulking store to manage post-harvest handling losses
4 2	Consultancy costs for terminal evaluation and carrying out audit at the end of the project. (Terminal evaluation Usd 7500, Audit Usd 5000)
4 3	Project Manager (USD 3000 monthly x 36 months)
4 4	50% cost-sharing towards office space for the PMU, space rented at usd 2,500 per month
4 5	Costs to purchase Office equipment including workstation furniture for 2 staff (usd 1800), 2 laptops (@usd16,00), a printer (usd 250)
4 6	Office supplies and utilities; including cleaning and sanitation materials, printing papers, water, electricity etc.. lumpsum of USD 1000 per month
4 7	Direct Project Cost is computed in terms of staff time and is used to cover execution driven costs, and can be traced to delivery of project inputs, implementation support services, operational and administrative support services, HR activities e.g recruitment, issuance and management of contracts, procurement of goods, finance transactions, security, travel, assets, general services, information and communication technology. The cost indicated is indicative; actual expenditure will be captured and any remaining amounts shall be reprogrammed.
4 8	Agency Fee (GMS 7%) on component totals
4 9	UNDP's Contribution towards project staff costs, mainly the Finance & Administration Associate; (1667usd x 36 months)
5 0	UNDP's Cost share towards office space; 10,000Usd per year; a total of 30,000Usd

VIII. MANAGEMENT ARRANGEMENTS

The Implementing Partner for this Project is the Ministry of Agriculture Animal Industry and Fisheries (MAAIF), Government of Uganda. Day to day management of the project shall be executed by the Project Management Unit (PMU). The project management structure shall be as illustrate in the figure below;

Project Organisation Structure



Project Board

The Project Board is the highest decision-making body for the project and will be responsible for supervising project execution and quality assurance. The board will be composed of the Executive, Senior beneficiary and the Senior supplier. The executive mandate will be under the Permanent Secretary-MAAIF, and Country Director, UNDP Uganda. The Executive's function is to represent project ownership on the Board. The Senior Supplier will be UNDP representing interests of the parties which provide funding and technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the project including: appraisal and approval of the project annual workplan and budgets, and oversight of project performance and quality assurance. The Senior User will be Ministry of Agriculture Animal Industry and Fisheries and representatives of CSOs and Private Sector. The Project Board may also include

representatives from key partners on the project. The Project Board will steer the project to make sure that it allocates resources effectively and efficiently to achieve the stated outputs. It will also ensure high level support and participation of key stakeholders both at national and local levels and build synergies for CSA programme. Membership and specific TORs for the Project Board will be reviewed and finalized during the inception phase. The board will meet biannually, or during national exchange workshops or participatory monitoring.

The Project Board will be responsible for providing overall guidance and direction to the project. It will also be responsible for making, by consensus, management decisions for the project when such guidance is required by the Project Manager, including making recommendations to UNDP and the Implementing Partner to approve project plans and revisions. The Board will ensure that required resources are committed and will arbitrate on any conflicts within the project or negotiate a solution to any problems between the project and external bodies. To ensure UNDP's ultimate accountability, Project Board decisions shall be made in accordance with standards that ensure best value for money, fairness, integrity, transparency and effective international competition.

Project Assurance

Project Assurance role will be under UNDP and will mainly target to ensure programmatic and policy compliance. It will support the Project Board by carrying out objective and independent project oversight and monitoring functions. The objective will be to ensure that appropriate project management milestones are managed and completed. Assurance role will further guide implementation in a manner that the project remains relevant, follows approved plans, and meets the planned targets with quality. Key aspects of project assurance will be emphasised and these include; maintenance of thorough liaison between members of the project board, risks management, project alignment, project viability, project activity support(direct), the functioning of internal and external communications, adherence to UNDP rules and regulations, quality management procedures and implementation of project board's decisions.

Project Management Unit (PMU)

Project Management Unit (PMU) will be established and based at MAAIF's CSA/SLM Programmes Coordination office located in Kampala. The PMU will be supervised by the MAAIF CSA/SLM Coordinator. It will be responsible for the day-to-day implementation of all project activities, including direct supervision of those activities contracted to consultants. PMU shall be composed of the **Project Manager** who is the technical lead, and a **Finance & Administrative Associate** for administrative services, and support to workplan and budget delivery and management.

PMU will be responsible delivery of project activities to achieve the specified results including use of inputs to produce outputs as set forth in the Annual Work Plans to the required standard of quality and within the specified constraints of time and resources. Specifically, the Project Manager will be responsible for day-to-day management and decision-making, including preparing and revising work-plans; planning and organizing project review meetings; providing technical feedback to the Project Board; ensuring that project activities are carried out within the financial limitations of the budget; supervising the technical and administrative support personnel and coordinating project activities with stakeholders. The Finance and Administrative Assistant will be responsible for making

sure that the PMU maintains records and controls to ensure the accuracy and reliability of the annual work plan's financial information. Detailed ToR for the PMU staff will be developed at project inception phase.

Project implementation will be supported by the National and Districts CSA Coordinators and CSA Taskforces. Given that the composition of these taskforces is multi-sectoral, actors from key government ministries, departments and agencies, civil society organisations, farmer institutions (like National farmers federation), academic / research institutions and agro-based private sectors enterprises will constitute several fora and working arrangement for delivery of the project.

Visibility and Communication

Efforts to disseminate and increase awareness about project targets, best practices, key results attained, and lessons learned, amongst both general audiences and key stakeholders will be undertaken. At project inception, a project profile leaflet will be developed and disseminated to create awareness about the project objectives, goals and actions. Communication of project results will be through several avenues including presentations during stakeholder engagement meetings, reports, video clips, photos, abridged versions of documentaries, policy briefs, reports, media writeups and other specialist publications. All documents and materials shall always include logos and a text of acknowledgement of the support from the donor and project implementing institutions. The use of logos shall be guided by the COMESA, EU and UNDP visibility guidelines. Events such as inception meetings, participatory monitoring visits, enterprise platform meetings, farmer expos and exhibitions shall be platforms for the dissemination and cascading of project related information. At any given project site, sign posts will be installed to increase visibility and create awareness. More so, materials such as T-shirts and Caps branded with promotional messages shall be distributed amongst stakeholders during key events to support visibility and communication efforts.

Additionally, a key component of the project will be the facilitation of south-south cross-country learning and in-country farmer to farmer and cross learning visits. This will be undertaken to foster exchange of experiential knowledge and best practices in other countries or in local communities of practice aligned to the project's thematic focus areas.

Institutional context

Implementation of this project will be with support and coordination from various institutions, including government ministries, departments, statutory bodies, CSOs, NGOs and community based organisations (CBOs). The roles of some of the institutions is described below:

a) The Ministry of Agriculture, Animal Industries and Fisheries (MAAIF)

The Ministry of Agriculture, Animal industry and Fisheries is responsible for agricultural development in Uganda and will take the lead in implementation of the project. The Ministry is responsible for creating an enabling environment in the Agricultural Sector. It carries out its role by enhancing crop production, improving food and nutrition security, widening export base and improved incomes of the farmers. The Ministry is the overseer of the agricultural sector where it formulates, reviews and implements national policies, plans, strategies, regulations and standards and enforces laws, regulations and standards along the value chain of crops, livestock and fisheries.

To implement this project, MAAIF will work in close partnership with the Ministry of Water and Environment which is responsible for climate change issues through its Climate Change Department. This project will be anchored under the Sustainable Land Management Program in the Department of Agricultural Infrastructure, Mechanisation and Water for Agricultural Production (DAIMWAP) in MAAIF. A CSA / ILM Focal Point, together with the project PMU, will be responsible for the day to day management of the project and will report to the Permanent Secretary MAAIF and COMESA Secretariat through the Commissioner DAIMWAP. The commissioner will also provide technical back stopping to the project. CSA taskforces both Nationally and at district level will provide overall guidance and oversight to the project activities. District CSA coordinators will be identified by the 7 District Local Governments to coordinate implementation of activities at district and lower levels working with sub-county agriculture extension workers and community facilitators.

b) Ministry of Finance, Planning and Economic Development (MoFPED)

Ministry of Finance, Planning and Economic Development is a Government Ministry which plays an important role to ensure mobilization of public resources for the whole Government. The Ministry is further charged to oversee how these resources are accounted for as they target to benefit all Ugandans. It aims to formulate sound economic policies that lead to sustainable economic growth and development. The Ministry of Finance is inter alia mandated to:

- Formulate, review and appraise projects and programs in liaison with line Ministries and Institutions;
- Review and update the Public Investment Plan;
- Coordinate releases of funds for both recurrent and development activities in Central and Local Governments;
- Prepare medium and long-term development plans in association with The National Planning Authority;
- Coordinate policies that promote institutional capacity and development of the public and private sector.

In the implementation arrangements of this project, MoFPED will be a Senior Supplier and will be responsible for offering guidance, appraisal and approval of the project annual workplan and budgets and general oversight as specified in section VII.

c) Ministry of Water and Environment

Ministry of Water and Environment is mandated to ensure provision of quality water and environmental protection services in the country. This Ministry is one of the key social service delivery sectors charged with management and sustainable utilization of water and environment resources for the betterment of the population of Uganda. The Ministry has Directorates that include; Water Resources Management, Water Development, and Environmental Affairs and affiliated institutions like National Water and Sewage Corporation (NWSC), National Environment Management Authority (NEMA), National Forestry Authority (NFA), to carry out its role. The Ministry's mandate is to:

- Ensure good management and sustainable utilization of water and environment resources.
- To improve the quality of water resources for the population; including water for production both on farm and off farm, and industrial water use and management.

- To ensure better access of water and environment resources in all parts of the country.

The Ministry also has a Climate Change Department (CCD), established to strengthen Uganda's implementation of the United Nations Framework Convention on Climate Change (UNFCCC) and its Kyoto Protocol (KP). It coordinates all climate change actions / interventions across other sectors and therefore this project will draw from its technical support and guidance.

d) Ministry of Trade, Industry and Cooperatives (MTIC)

The Ministry of Trade, Industry and Cooperatives (MTIC) mission is to "develop and promote a competitive and export-driven private sector through the acceleration of industrial development", with the ultimate objective being the growth of the Ugandan economy. The ministry is organized into seven administrative departments and seven operational units, and one of the departments is Cooperative Development. This Cooperatives department is responsible for policy formulation, planning and coordination of Cooperatives development. Its main functions are to:

- Initiate and formulate policies, legislation and strategies for cooperatives development;
- Supervise and monitor cooperatives to ensure they operate within the established cooperative laws and set objectives for the benefit of members;
- Register and deregister cooperatives societies;
- Promote formation of cooperative societies;
- Provide and administer the technical services required for the formation, organization, registration and operation for the cooperative societies;
- Facilitate the establishment of marketing infrastructure (Warehouse Receipt System, Rural Information System) to improve marketing of goods by cooperatives;
- Support Uganda's Commodity Exchange and other distribution mechanisms;
- Manage the Cooperative Management Information System (CMIS);
- Building capacity for the Cooperative members;
- Develop and promote standards for sound cooperative business management; and

Given that this project will have a component on cooperatives development, the Department of Cooperatives at MTIC will support in the registration, coordination and the development of the 15 member based cooperatives targeted by the project. The department will technically backstop and facilitate the formation, organization and operation of the 15 cooperatives, and through the Cooperative Societies Act 1991, advises on and monitors emergence and practice of good governance and member empowerment.

e) Ministry of Local Government

The Ministry of Local Government is a Government Ministry responsible for guidance and overall vision of Government in local governments. The Ministry oversees the Government structures and operations at local levels in Uganda such that they are harmonized and supported to bring about socio-economic transformation of the whole country. It is composed of two Directorates of Local Government Administration and Inspection works towards sustainable, efficient and effective service delivery in the decentralized system of governance. The ministry has the mandate to:

- To inspect, monitor, and where necessary offer technical advice/assistance, support supervision and training to all Local Governments;
- To coordinate and advise Local Governments for purposes of harmonization and advocacy;
- To act a Liaison/Linkage Ministry with respect to other Central Government Ministries and Departments, Agencies, Private Sector, Regional and International Organizations;
- To research, analyse, develop and formulate national policies on all taxes, fees, levies, rates for Local Governments.

District local governments

Local governments are empowered to undertake control and protect natural resources within their jurisdiction from degradation. Further, S 38 of the Local Government Act Cap 243 gives District councils the mandate to make Ordinances in respect to issues in their governance. The districts / Local government where this project is to be implemented Kaliro, Kamuli, Busia, Budaka, Buyende, Bugiri, and Bulambuli. Through their administrative structures, they support government by implementing different policies and laws including those targeting agricultural productivity and food security.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context

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

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

Risk Management

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;

- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
 3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml
 4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>)
 5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
 6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
 7. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org
 8. If an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
 9. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

10. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

12. Each contract issued by the Implementing Partner about this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised about the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all its obligations set forth under this section entitled "Risk Management" are passed on to each implementing agent, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered further to this Project Document.

X. ANNEXES

Annex 1. Project Quality Assurance Report

Annex 2. Social and Environmental Screening

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Enhancing Resilience of Agricultural Landscapes and Value chains in Eastern Uganda – Scaling up CSA Practices
2. Project Number	
3. Location (Global/Region/Country)	Uganda

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The project integrates a human rights approach by focusing on the right to food. It is focused on ensuring that communities who are currently in a state of vulnerability to food insecurity in the event of climate change can produce and trade food. The project also addresses the right to decent employment as the biggest proportion of the target group (farmers) can only enjoy farming as a business if it does not generate sufficient profit, which this project focuses on.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The project has integrated gender-disaggregated indicators and recognizes the important role played by women in the agriculture and food sector. Specific activities are designed with the roles and responsibilities of women in mind, particularly in terms of income generation, alternative livelihoods, as well as capacity building for more sustainable food production in the event of climate changes.
Briefly describe in the space below how the Project mainstreams environmental sustainability
The project is expected to lead to significant environmental benefits, namely through the reversal of land degradation trends that are depicted by reduced productivity, and are addressed through promotion of conservation agriculture practices that lead to restoration of soil fertility, improved water retention and extremely reduced soil disturbance. In turn this will reduce emission of carbon from the soil, restore vegetative cover, enhance sustainable management of soils and water and increased biodiversity. The project does not anticipate any negative environmental impacts.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
Risk 1: There is a risk that the project may not present sufficient incentives to attract private	1 = 3	Low	Private sector actions drive sustainable	Project implementation will facilitate discussions and understanding of development benefits for each actor as they participate on the

sector investment which is key in driving the markets for both production inputs and products.	P = 1		market development.	enterprise platforms, encourage partnership building to stimulate identification of opportunities and incentives to catalyse continuous supply of climate smart technology inputs and services.
Risk 2 : There is risk that low ability of individual farmers to afford the CSA technology inputs and services, will affect adoption which requires substantial investments.	I = 3 P = 2	Moderate	The project intends to promote growth of cooperatives to enhance social security and build capital.	The project will work with farmers organised in farmer cooperative enterprises so as maximise pooling of capital and other necessary resources. Mobilisation of member savings and management of savings schemes will be supported, and complemented with inputs / infrastructural matching grants
Risk 3: Occurrence of extreme/severe climate events such as dry spell, drought and floods	I = 2 P = 3	low	The project intends to promote CSA practices across the value chains to build resilience sustainably	the project will leverage on the early warning systems already in place, established by the SCIEWS project, and accordingly support farmer cooperatives to access weather forecasts; and efforts will be made to engage and link the private sector service providers with farmer cooperatives to provide weather based index insurance.
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
<i>Low Risk</i>			<input checked="" type="checkbox"/>	Generally, climate smart agriculture practices reduce vulnerability to climate change improving productivity and livelihoods and their options.
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
<i>Principle 1: Human Rights</i>			<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>			<input checked="" type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i>			<input checked="" type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>			<input checked="" type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i>			<input type="checkbox"/>	
<i>4. Cultural Heritage</i>			<input type="checkbox"/>	
<i>5. Displacement and Resettlement</i>			<input type="checkbox"/>	
<i>6. Indigenous Peoples</i>			<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>			<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

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

⁷ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁸ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures,	No

⁸ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ⁹	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

⁹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Annex 3: Risk Analysis

No	Risk	Level of Risk	Mitigating Strategies and Actions
1	Political interference / influence and conflict of interest during beneficiary selection	moderate	<ul style="list-style-type: none"> engagement of both political and technical teams from the inception phase of the project, explaining clearly the project target and objectives. setting a clear selection criteria for the beneficiary farmer cooperatives.
2	Limited access to credit by individual farmers that restricts their ability to purchase CSA technology inputs and services	moderate	<ul style="list-style-type: none"> strengthen the functioning of farmer organisations / cooperative enterprises so as maximise pooling of capital and resources. support the functioning of farmer cooperatives with inputs capital grants managed on revolving fund mechanisms to enable most cooperative members access credit for purchase CSA technology inputs and services
3	Occurrence of extreme/severe climate events such as dry spell, drought and floods	low	<ul style="list-style-type: none"> the project will leverage on the early warning systems already in place, established by the SCIEWS project, and accordingly support farmer cooperatives to access weather forecasts. efforts will be made to engage and link the private sector service providers with farmer cooperatives to provide weather based index insurance
4	Minimal private sector interest in CSA interventions	low	<ul style="list-style-type: none"> support the functioning of enterprise platforms and information sharing events to ensure that adequate information flows to the private sector on business / investment opportunities for the supply of CSA technology inputs and services

Annex 4: Project Board Terms of Reference and TORs of key management positions

ToR for the Project Manager	
I. Position Information	
Job Code Title: Project Manager Position Number: Reports to: Project Coordinator MAAIF Reports to: Team Leader Environment, Climate and Disaster Resilience Position Status: (Non – rotational)	Current Grade: n/a Proposed Grade: Position Classified by: Classification Approved by: (for Ugandans only)
II. ORGANIZATIONAL CONTEXT	
<p>The Government of Uganda with support from UNDP is to implement a project targeting to enhance resilience of Agricultural landscapes and value chains – through the scaling up of Climate Smart Agriculture (CSA) Practices in 7 districts in Eastern Uganda. This project is building on the achievements and lessons of the pilot project "enhancing adoption of CSA practices in Uganda's farming systems" that was implemented by Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), and supported by UNDP and COMESA in the period 2014-2015. It contributes to the government's target of increasing the number of land users (farmers) practicing and benefiting from CSA practices. The project adopts a value chain approach and implements activities that integrate gender issues, strengthen the functioning of farmer cooperatives and CSA taskforces, and supports the building of partnerships for the supply and access of CSA technology inputs and services through enterprise based stakeholder platforms. Additionally, project activities contribute to improvement of the enabling policy, legislative and institutional frameworks for adoption of CSA practices in agricultural landscapes.</p> <p>To support project implementation, a Project Manager is being sought to supervise and oversee execution of activities and deliver the project objectives and results.</p>	
III. FUNCTIONS / KEY RESULTS EXPECTED	
<p>Scope of Work</p> <p>The Project Manager is responsible for the running, day-to-day management and decision-making for the Project on behalf of the Project Board. The Project Manager shall have the prime responsibility to ensure that the Project produces the results specified in the Project document, to the required standard of quality and within the specified constraints of time and cost.</p> <p>Specifically, the Project Manager is responsible for:</p> <p>a) Overall Project management including:</p> <ol style="list-style-type: none"> Managing the realization of Project outputs through activities; Provision of direction and guidance to Project implementation team and responsible parties; 	

- (iii) Liaising with the Project Board and UNDP to assure the overall direction and integrity of the Project; and Project administration;
 - (iv) Identification and obtaining any support and advice required for the management, planning and control of the Project; and
 - (v) Identifying and supervising individual consultancy for the delivery of specific components of the project as mentioned in the workplan.
- b) Running the Project including:
- (i) Preparing the Project annual work plans and review reports for consideration by the Project Board and Project Assurance. In preparing the Project annual review report, the Project manager will ensure that successes, challenges, lessons learnt and best practices are documented and incorporated;
 - (ii) Preparing the Project quarterly work plans and progress reports (progress against planned activities and budget) and submit to the Project Assurance;
 - (iii) Mobilizing personnel, goods and services to initiate activities, including drafting TORs and work specifications; and overseeing all contractors' work;
 - (iv) Managing requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
 - (v) Implementing and monitoring the activities of the Project against the approved annual work plan and established quality criteria;
 - (vi) Monitor events as determined in the Project monitoring schedule and communication plan, and update the plan as required;
 - (vii) Monitoring financial resources and accounting to ensure accuracy, reliability of financial reports and proper management of funds consistent with UNDP requirements and budget planning control systems; and overseeing quarterly preparation and submission of financial reports to UNDP.
 - (viii) Managing and monitoring the Project risks as initially identified in the Project Brief appraised by the External Project Appraisal Committee (E-PAC), submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log; and
 - (ix) Update the Atlas Project Management module if external access is made available.
- c) Closing a Project
- (i) Ensure that Project Terminal evaluation is conducted, management responses generated and shared;
 - (ii) Prepare end of project report, follow-on actions for the Project and presentation to the Outcome Board;
 - (iii) Manage the transfer of Project deliverables, documents, files, equipment and materials to national beneficiaries; and Prepare Final Cumulative Delivery Report / FACE for signature by UNDP and the Implementing Partner.

IV. Recruitment Qualifications	
Education	Qualifications and Experiences <ul style="list-style-type: none"> • Master's degree in Agriculture, Rural development, Natural Resources Management, Forestry, Environment Management, or related fields. • Project planning and management including monitoring and evaluation is an added advantage; • Ability to coordinate project implementation activities involving professional National / International consultants; • Experience with government-donor funded projects, working with local governments, private sector and civil society and with UNDP supported projects and procedures. • Ability to work independently and under pressure
Experience: Note: Indicate extent (years), type and level of experience	<ul style="list-style-type: none"> • At least 7 years of relevant experience at the national or international level in development, of which minimum 5 years' experience in project management at middle / senior management level; • Demonstrated outstanding communication, interpersonal, organizational, presentation and reports writing skills;
Language Requirements:	Excellent written and fluent spoken English

V. COMPETENCIES
<p>Corporate Competencies:</p> <ul style="list-style-type: none"> • Demonstrates integrity by modelling the UN's values and ethical standards • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability • Treats all people fairly without favouritism <p>Functional Competencies:</p> <ul style="list-style-type: none"> • Promotes innovation and knowledge management in the project and a learning environment in the office through leadership and personal example; • In-depth practical knowledge of inter-disciplinary development issues; • Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills; • Seeks and applies knowledge, information, and best practices from within and outside of the project; <p>Development and Operational Effectiveness</p> <ul style="list-style-type: none"> • Ability to lead Strategic planning and results-oriented management with strong reporting and financial management skills • Ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects • Ability to apply development theory to the specific project context to identify creative, practical approaches to overcome challenging situations • Ability to manage for results: translates strategic aims into achievable plans, with established priorities, monitors them, and makes periodic adjustments as required. • Ability to work independently and under pressure. <p>Management and Leadership</p> <ul style="list-style-type: none"> • Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback • Consistently approaches work with energy and a positive, constructive attitude • Demonstrates openness to change and ability to manage complexities • Ability to lead effectively, mentoring as well as conflict resolution skills • Demonstrates outstanding oral and written communication skills • Good negotiation skills and demonstrated capacity to work with diverse partners including Government, donors and civil society; • Remains calm, in control and good humoured even under pressure • Proven networking, team-building, organizational and communication skills • Ability to coordinate project implementation activities involving management of National / International Professional consultants.

TOR FOR PROJECT FINANCE AND ADMINISTRATIVE ASSOCIATE	
I. POSITION INFORMATION	
Job Code Title: Project Finance and Administrative Associate Position Number: Reports to: Project Coordinator MAAIF Reports to: Team Leader Environment, Climate and Disaster Resilience	Current Grade: n/a Proposed Grade: Position Classified by: Classification Approved by: (for Ugandans only)
II. ORGANIZATIONAL CONTEXT	
<p>The Government of Uganda with support from UNDP is to implement a project targeting to enhance resilience of Agricultural landscapes and value chains – through the scaling up of Climate Smart Agriculture (CSA) Practices in 7 districts in Eastern Uganda. This project is building on the achievements and lessons of the pilot project "enhancing adoption of CSA practices in Uganda's farming systems" that was implemented by Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), and supported by UNDP and COMESA in the period 2014-2015. It contributes to the government's target of increasing the number of land users (farmers) practicing and benefiting from CSA practices. The project adopts a value chain approach and implements activities that integrate gender issues, strengthen the functioning of farmer cooperatives and CSA taskforces, and supports the building of partnerships for the supply and access of CSA technology inputs and services through enterprise based stakeholder platforms. Additionally, project activities contribute to improvement of the enabling policy, legislative and institutional frameworks for adoption of CSA practices in agricultural landscapes.</p> <p>To support project implementation, a Project Finance and Administrative Associate is being sought to provide project administration and support the project manager to deliver the project objectives and results.</p>	
III. FUNCTIONS / KEY RESULTS EXPECTED	
Scope of Work	

The Project Finance and Administrative Associate is responsible for provide Project administration, management and technical support to the Project Manager as may be required in the implementation of interventions and monitoring of Project activities and utilization of financial resources. The Project Finance and Administrative Associate shall have the prime responsibility of advising the Manager. Specifically, the Project Finance and Administrative Associate shall be responsible for:

- a) Provision of administrative services:
 - (i) Setting up and maintaining Project files;
 - (ii) Collecting Project related information data;
 - (iii) Updating plans
 - (iv) Administering the quality review process
 - (v) Administering Project Board meetings
- b) Project documentation management:
 - (i) Administering Project revision control
 - (ii) Establishing document control procedures
 - (iii) Compiling, copying and distributing all Project reports
- c) Financial Management, Monitoring and reporting:
 - (i) Assist in the financial management tasks under the responsibility of the Project Manager;
 - (ii) Ensures full compliance of financial processes and financial records in accordance with UNDP rules, regulations, policies and strategies;
 - (iii) Preparing requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
 - (iv) Processing and reviewing all requests for funds from responsible parties and ensure proper accountability of all funds disbursed to all Project partners;
 - (v) Establish and maintain books of accounts and prepare all relevant financial reports promptly;
 - (vi) Maintaining the internal expenditure control system;
 - (vii) Ensuring proper and strict cash management system;
 - (viii) Ensure the prudent use of financial, physical and human resource of the Project; and
 - (ix) Discharge and fulfil all statutory requirements and obligations on behalf of the Project.
- d) Provision of technical support services
 - (i) Provide technical advices
 - (ii) Review technical reports
 - (iii) Monitor technical activities carried out by responsible parties.

IV. Recruitment Qualifications

Education	Qualifications and Experiences <ul style="list-style-type: none"> • Bachelor's degree with professional qualifications in Accounting
Experience: Note: Indicate extent (years), type and level of experience	At least 5 years of professional experience in relevant fields with at least 3 years of experiences in Finance management work in a busy organization <ul style="list-style-type: none"> • Working knowledge of the Ugandan Financial management requirements with extensive contacts in the public, private sectors and civil society organizations. • Past experience working with government or international organizations will be preferred; • Excellent computer skills, information and communication technology. • Experience in project management of a comparable project. • Ability to develop and foster external organizational relationships • Experience with government-donor funded projects, especially with UNDP supported projects. • Ability to work independently and under pressure.
Language Requirements: Note: Indicate proficiency required in one, two or three UN languages	Excellent written and fluent spoken English

TO R FOR THE PROJECT BOARD

Overall responsibilities: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made to ensure

best value to money, fairness, integrity transparency and effective international competition. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Specific responsibilities for the entire board:

Initiating a project

Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;

Delegate any Project Assurance function as appropriate;

Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);

Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Specific Responsibilities of the Executive (as part of the above responsibilities for the Project Board)

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

Specific Responsibilities of the Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. Specific responsibilities include (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

Specific Responsibilities of the Senior Supplier (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts
- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

Annex 5: Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Annex 6: Seven Cooperative Principles:

1. Voluntary, Open Ownership: Open to all without gender, social, racial, political, or religious discrimination. You may shop, you may join, and you may leave the co-op at any time.
2. Democratic Owner Control: One Owner, one vote. Your voice will be heard.
3. Owner Economic Participation: Owners contribute equitably to, and democratically control, the capital of the cooperative. The economic benefits of a cooperative operation are returned to the Owners, reinvested in the co-op, or used to provide Owner services. You control the capital.
4. Autonomy And Independence: Cooperatives are autonomous, self-help organizations controlled by their Owners. Together, you are autonomous.
5. Education, Training And Information: Cooperatives provide education and training for Owners so they can contribute effectively to the development of their cooperatives. They inform the general public about the nature and benefits of cooperation. You can develop yourself into the consumer you want to be.
6. Cooperation Among Cooperatives: Cooperatives serve their Owners most effectively and strengthen the cooperative movement by working together through local, regional, national and international structures. You are more successful when you cooperate with others who know how to cooperate.
7. Concern For The Community: While focusing on Owner needs, cooperatives work for the sustainable development of their communities through policies accepted by their Owners. You can do something for the community even as you keep succeeding