

FINAL REPORT

Terminal Review of the UNDP-GEF 'Resilience for Peace and Stability, Food and Water Security Innovation Grant Programme'

PIMS 6467, GEF ID 10430



Executing partner: Global Resilience Partnership and Stockholm University/ Stockholm Resilience Centre

Consultant: Trond Norheim, period July - October 2024



**Terminal Review of the UNDP-GEF 'Resilience for Peace and Stability, Food
and Water Security Innovation Grant Programme'
PIMS 6467, GEF ID 10430**

Countries: Uganda and Sudan, Africa Region

GEF Focal area: Climate Change

Funding source: Least Developed Countries Fund (LDCF)

GEF Agency: United National Development Programme (UNDP)

Executing partner: Global Resilience Partnership and
Stockholm University/ Stockholm Resilience Centre

Project partners: Mountain Harvest (Uganda) and Near East Foundation (Sudan)

Terminal Evaluation Consultant: Trond Norheim, DIMES-Global AS

Period: July - October 2024

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The review consultant hopes that the findings, conclusions and recommendations will contribute to the successful continuation of lessons learned from the project, with the goal to strengthen future project design and implementation of similar UNDP and GRP projects.

Cover photo: Organic coffee producer in Chebonet community, Munrya, Uganda (Trond Norheim Aug 17, 2024)

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ACRONYMS AND ABBREVIATIONS

AEDO	Abna El-Sudan Development Organization
BPPS	Bureau of Policy and Programme Support
CA	Community Association
CBA	Community Based Adaptation
CCA	Climate Change Adaptation
CEO	Chief Executive Officer
COVID-19	Coronavirus disease of 2019
CPD	Country Programme Document
CSO	Civil Society Organization
DAC	Development Assistance Committee (of OECD)
DRR	Disaster Risk Reduction
GDPR	General Data Protection Regulation
GEF	Global Environment Facility
GPD	Global Programme Document
GRP	Global Resilience Partnership
HRBA	Human Rights Based Approach
INGO	International Non-Governmental Organization
LDCF	Least Developed Countries Fund
LWR	Lutheran World Relief
M&E	Monitoring and Evaluation
MH	Mountain Harvest
MTR	Mid-term Review
MSMEs	Micro, Small and Medium Enterprises
NEF	Near East Foundation
NGO	Non-Governmental Organization
NKS	North Kordofan State
NTFP	Non-Timber Forest Products
OECD	Organization for Economic Cooperation and Development
PIF	Project Identification Form
PIMS	Project Information Management System
PIR	Project Implementation Reports
PMU	Project Management Unit
RPD	Regional Programme Document
RSF	Rapid Support Forces
SAF	Sudanese Armed Forces
SASAS	Sustainable Agrifood System Approach for Sudan
SCCF	Special Climate Change Fund
SDG	Sustainable Development Goals
SES	Social and Environmental Standards
SESP	Social and Environmental Screening Procedure

SMART	Specific, Measurable, Achievable, Relevant/Results-oriented and Time-bound
SRC	Stockholm Resilience Center
STAP	Scientific and Technical Advisory Panel
TE	Terminal Evaluation
TOC	Theory of Change
TOR	Terms of Reference
ToT	Training of Trainers
TRAC	Target for Resource Assignment from the Core
UCDA	Uganda Coffee Development Authority
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Agreement on Climate Change
USAID	United States Agency for International Development
USD	United States Dollar
VSLA	Village Savings and Loan Association

1. EXECUTIVE SUMMARY

Project title: Resilience for Peace & Stability, Food and Water Security Innovation Grant Program		
Country(ies): Sudan, Uganda	Implementing Partner (GEF Executing Entity): Global Resilience Partnership	Execution Modality: CSO implementation
Contributing Outcome (UNDAF/CPD, RPD, GPD): multi country - N/A		
UNDP Social and Environmental Screening Category: Moderate		UNDP Gender Marker: 2
Atlas Award ID: 00137795		Atlas Project/Output ID: 00128097
UNDP-GEF PIMS ID number: 6467		GEF Project ID number: 10430
LPAC meeting date: 18 May 2022		
Last possible date to submit to GEF: 6 August 2021		
Latest possible CEO endorsement date: 31 December 2021		
Project duration in months: 30 months		
Planned start date: 18 June 2022		Planned end date: 18 December 2024
Expected date of Mid-Term Review: n/a		Expected date of Terminal evaluation: 18 September 2024
<p>Brief project description: Resilience for Peace & Stability, Food and Water Security Innovation Grant Program is one of the nine winners of the GEF Challenge Fund in 2019. https://www.thegef.org/news/winners-gef-challenge-program-adaptation-innovation-announced</p> <p>The accredited entity UNDP and the project implementing partner GRP (under Stockholm University) aims to study, invest in and scale-up early stage innovations that hold the greatest promise of delivering resilience outcomes that promote peace & stability in fragile and conflict-prone regions with high vulnerability to climate change in the least developed countries.</p> <p>The project will firstly assess potential innovations and investments for enterprise-based models to strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change and identify key thematic areas of investment and financing for enterprise-development for adaptation in the context of conflict-prone and fragile regions with high vulnerability to climate change. With a better understanding of the investment landscape, the project will then provide acceleration grant investments to local actors with innovative enterprise- based solutions to deliver resilience outcomes that promote peace & stability in conflict-prone and fragile regions with high vulnerability to climate change. The local organizations will enter into a global competitive process to determine the most innovative/ impactful solutions of this development challenge. To ensure the project grantees receive sufficient support and capacity building, the implementing partner GRP and UNDP will join forces to provide customized technical training, business development and investment brokering & matchmaking to identify post-project scale-up capital. Lastly, the project will develop lessons learned documents, guidance and toolkits on effective and</p>		

<p>efficient adaptation solutions in fragile regions with high vulnerability to climate change and provide M&E for all grantees. These lessons learned will be also shared through high-level global events such as Climate Adaptation Summit, Gobeshona Global Conference and the knowledge will be contributing towards the Global Commission on Adaptation under the locally-led action track. The project has received the endorsement from two countries Sudan and Uganda with shortlisted local partners. This project presents a great opportunity to showcase climate adaptation innovation at the local level supported by the national government.</p>		
<p>FINANCING PLAN (only cash transferred to UNDPs bank account and included in the TBWP for this specific GEF project should be included under this section (1), all others should be included under section (2).</p>		
GEF Trust Fund grant (LDCF)	1,000,228 USD	
UNDP TRAC resources	n/a	
Confirmed cash co-financing to be administered by UNDP	n/a	
(1) Total Budget administered by UNDP	1,000,228 USD	
<p>CO-FINANCIERS THAT WILL DELIVER PROJECT RESULTS INCLUDED IN THE PROJECT RESULTS FRAMEWORK (FUNDS NOT ADMINISTERED THROUGH UNDP ACCOUNTS)</p>		
Global Resilience Partnership (GRP)	810,950 USD	
(2) Total confirmed co-financing	810,950 USD	
(3) Grand-Total Project Financing (1)+(2)	1,811,178 USD	
<p>SIGNATURE: NOTE: IF THE PROJECT DOCUMENT IS IN FRENCH OR SPANISH, THE FINAL PROJECT DOCUMENT MUST BE CLEARED BY THE RTA BEFORE SIGNATURE.</p>		
<p>Signature:</p>  <p>Pradeep Kurukulasuriya Director and Executive Coordinator- Environmental Finance Nature, Climate and Energy Bureau of Policy and Programme Support (BPPS)</p>	<p>Agreed by UNDP</p>	<p>Date Month/Year:</p> <p>10 June 2022</p>
<p>Key GEF Project Cycle Milestones: Project document signature: within 25 days of GEF CEO endorsement First disbursement date: within 40 days of GEF CEO endorsement Inception workshop date: within 60 days of GEF CEO endorsement Operational closure: Expected end date as per the approved duration after Project Document signature) Financial closure: within 6 months of operational closure</p>		

1. **Project Description:** The Global Environment Facility (GEF) funded project “Resilience for Peace & Stability, Food and Water Security Innovation Grant Program” has been implemented from June 2022 by UNDP with Global Resilience Partnership (GRP) hosted by Stockholm University/ Stockholm Resilience Center (SRC) as the executing partner. It was one of the nine winners of the GEF Challenge Fund in 2019.

2. The project supports GEF's CCA-1, referring to the Community-Based Adaptation (CBA) program, which is part of GEF's larger effort to support climate change adaptation projects, with the budget defined in the table above.
3. The goal of the project is to study, invest in and scale-up early-stage innovations that hold the greatest promise of delivering resilience outcomes that promote peace and stability in fragile and conflict-prone regions with high vulnerability to climate change in the least developed countries. The project has provided acceleration grant investments to local actors with innovative enterprise-based solutions, to deliver resilience outcomes that could promote peace and stability.
4. The project has three expected outcomes: (i) Investment opportunities and financing strategies to catalyze enterprises for adaptation innovation in the context of fragility and conflict developed; (ii) Innovative adaptation practices, tools and technologies that strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change accelerated; and (iii) Capacities built through technical assistance and knowledge sharing for businesses and social enterprises in sustaining and scaling innovations for adaptation in the context of fragility and conflict and vulnerability to climate change.
5. The approach is to involve local communities in the planning, implementation, and management of climate change adaptation and to ensure that the adaptation strategies are effective and sustainable by leveraging local knowledge and addressing the community needs.
6. The local organizations were selected based on what was regarded as the most innovative and impactful solutions. The project has been executed on a national level in Uganda by the firm Mountain Harvest, supported through Lutheran World Relief, and in Sudan by the Near East Foundation and its local partners, who all have long experience in their respective countries.

Summary of findings, conclusions and lessons learned:

Findings (with conclusions market in bold)

7. *Project design:* **The project document has a good quality** and includes the required annexes, but it does not provide detailed information on the specific mechanisms for fund disbursement and reflow management as requested by STAP. **The Results Framework as a planning and monitoring tool has areas of improvement** that could give lessons for new project designs. UNDP's Social and Environmental Screening Procedure is complete and mostly well prepared.
8. *UNDP's and GRP's roles:* UNDP as a GEF agency has provided its CSO partner GRP access to GEF LCDP funding, while UNDP only serves an oversight role. UNDP provided support especially during the design and initial implementation phase. **GRP has been delegated by UNDP to be responsible for the GEF resources and the project co-financing.** GEF project funding is USD 1 million and confirmed co-funding so far is nearly USD 1.5 million.
9. *Adaptive management:* In Uganda, **Mountain Harvest has adapted** to new circumstances by strategies to ensure continued progress and impact **by engaging more entrepreneurs and farmers** than planned. **In Sudan, the project adapted** to new circumstances by implementing measures to address the challenges posed by the conflict and ensure continued progress, including relocation of the project coordination hub, **transitioning to remote management.**
10. *Relevance:* **The project's objective aligns with the priorities of the local government and local communities.** In Uganda, the project has demonstrated a positive impact on the agricultural sector and the broader community. In Sudan the project partner NEF has worked with State government authorities at State level and the local contractor AEDO on community mobilization and technical assistance to farmer communities. The project objective aligns with the GEF strategic priorities on climate change adaptation and mitigation, sustainable land

management, and conservation of biodiversity in fragile and conflict-affected areas. The project is also highly relevant for the UNDP priorities reflected in the UNDP country strategies in the two countries.

11. *Coherence:* The project has worked with partners but **not been very active in seeking and establishing collaboration** with other agencies and projects. There are no reported joint events or co-financing of the same activities from different projects, with exception of the collaboration from USAID to NEF in Sudan. The project is aligned with the three Rio conventions UNFCCC, UNCCD and UNCBD.
12. *Effectiveness:* The project had **on average 98% compliance of the objective indicators and 94.8% of the outcome targets so far**. Only the target for people trained is falling behind, mostly due to the civil war in Sudan since 2023. It led to an agreement with UNDP on reduction of the target for land managed for climate resilience from 10,110 ha to 6,571 ha. The national crisis has further reduced the size of the lots, to only 1.74 ha per borrower, which has reduced the areas to 3,694 ha. Several key factors have been contributing to the project's success: (i) Investment Promotion; (ii) Partnerships; (iii) Risk Management; (iv) Gender Empowerment; and (v) Knowledge Management.
13. *Impact:* **The development impact is considered to be high**. It is important to highlight the positive results in Sudan where international organizations often don't want to work locally. In Uganda there is low risk for MH to continue their current work, but much higher impact could be achieved by scaling-up the activities to more farmers and communities, with support from new funding sources. The impact for the households would be larger if all farmers could have access to credit each year. The project has achieved an exceptionally positive impact on the situation of the participating women in both countries.
14. *Quality of Project Management and Supervision:* GRP and partners have been **able to administrate the financial resources to permit finalizing the project on time, complying with the results, time and cost planned initially**, including planning, and monitoring of activities and results. The positive factor that has strengthened project management and supervision is the short line between the PMU and project executors on the ground, which reduces bureaucracy and gives fast results of decision-making. There has been effective hands-on adaptive project management and risk management. The Project Board consisted of two persons, one from each partner – UNDP and GRP. UNDP has also supported the project with an advisor on finance and investments that extended the international outreach.
15. In Uganda, **MH implemented a broad strategy for community capacity building, documentation, and dissemination, which has been key for engaging local stakeholders** and improving their understanding of the project organization. Best practices and lessons learned have been systematically documented, including annual farmer surveys, VSLA monitoring reports, and coffee quality assessments. Effective dialogue between the project and local farmers have also been achieved through annual farmer planning meetings. In Sudan, NEF's adaptive approach was crucial to achieve project results, engaging with 13 cooperatives through WhatsApp and ensuring the continuation of mobile transfers. Technical support and capacity building were provided through calls and data exchanges, with support from the State Ministry of Agriculture and local volunteers. These lessons have set a new standard for NEF operations.
16. *Key remaining risks and barriers* for achieving the project's objective and generate Global Environmental Benefits are: (i) Conflict-Related Challenges in Sudan; (ii) Perceptions of high risk is limiting investments; (iii) Safeguarding Environmental Benefits; and (iv) Challenges on knowledge dissemination.

17. *Efficiency:* The resources (time, human resources and funds) indicate a **high cost-effectiveness**. The project has achieved the **expected results on time, with a low budget and an implementation period of only three years**. It should also be considered that the project document was highly optimistic, considering that it involves development in fragile countries, and increasingly difficult circumstances in Sudan from 2023. The project was implemented with a small PMU that requires relatively few resources to central level compared to what is being used in the countries. The project staff has maintained fluent communication with the project partners MH and NEF and supported their learning and awareness building for communities and farmer cooperatives.
18. *Sustainability:* **The project mainstreams sustainability through climate change adaptation and locally led resilience building**, where environmental sustainability is one of the core principles. MH is running a sustainable business that is not dependent on continued financial support, but project support would be able to speed up the pace of positive growth and social-environmental benefits to the communities. In Sudan, the rotational credit funds of rural cooperatives also seem to be running sustainably, while the support from USAID could be able to broaden this work. The costs and benefits of the project outcomes and their continued use within a long-term perspective indicate that these could be financially sustainable in the future without project donations. The results are significantly dependent on institutional frameworks and governance. It is important to engage with local, state, and national stakeholders to address challenges related to conflict and fragility. Project stakeholders have an adequate level of ownership and interest in ensuring that project benefits are maintained. Capacity-building has engaged women-led associations, micro-enterprises, and farmers. Financial literacy training has significantly increased the farmers' interest in joining VSLA groups in Uganda.
19. *Human Rights:* **The project is mainstreaming a human-rights based approach (HRBA)** and the Sustainable Development Goal (SDGs) with the commitment to “leave no one behind”. The project is working with different ethnicities, languages, religious beliefs, gender and age groups.
20. *Gender Inclusion:* **The project adheres to UNDP’s Gender Equality Strategy** with Gender Marker GEN2. It contributes to closing gender gaps in access to and control over resources and improving the participation and decision-making of women in natural resource governance. The project also targets socio-economic benefits and services for women. Both MH and NEF effectively challenge existing power structures and contribute to transforming gender norms, with substantial impact on reducing gender inequalities and enhancing women's roles in their communities. **Gender participation is one of the project’s main strengths**, not so much due to the % involvement of women as the fact that **women are taking actively part in the organization and institutional decision-making** in both countries. The evaluation shows an impressive and high participation of women in the project activities, often leading the process.
21. *Environmental risks:* **The most important environmental risks are related to climate change**. For the coffee production in Uganda, there are frequent problems with drought and hailstorms that affect the volume and quality of the coffee. In Sudan, the drought has affected the Gum arabic planting in some areas, but it is a resilient tree adapted to this environment. There are no reported adverse social or environmental impacts of the project. MH has a strict policy on the non-use of pesticides in the organic coffee production to be able to maintain its organic certification.
22. *GEF and UNDP value added:* The GEF funding for the project led to activities and **results in Sudan that would not have been carried out without this source of financing**. UNDP’s value can be summarized by “strong impact through a hand-off approach”, where UNDP was willing to trust the civil society partner GRP to be in charge of the implementation.

23. *Catalytic/replication effect*: The catalytic effect of the project is to be **an example for other projects and private sector initiatives on how to create development in fragile countries** of the global south. The positive effect achieved is however due to a process that started before the project and will not end with the project.
24. *Transformational Change*: The expected transformational change of the project includes **reinforcing the sustainability of its outcomes to inform future scale-up of investors**, enabling better decisions around investment and funding, and providing a larger flow of funding to fragile countries.

Table 1. Evaluation Ratings Table for the Resilience for Peace & Stability, Food and Water Security Innovation Grant Program

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	4 (MS)
M&E Plan Implementation	5 (S)
Overall Quality of M&E	4.5 (MS-S)
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	5 (S)
Quality of Implementing Partner Execution	5 (S)
Overall quality of Implementation/Execution	5 (S)
Assessment of Outcomes	Rating
Relevance	5 (S)
Coherence	4 (MS)
Effectiveness	5 (S)
Efficiency	6 (HS)
Overall Project Outcome Rating	5 (S)
Sustainability	Rating
Financial resources	6 (HL)
Socio-political/economic	4 (ML)
Institutional framework and governance	5 (L)
Environmental	5 (L)
Overall Likelihood of Sustainability	5 (L)

¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance, Coherence are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 6-point scale: 6=Highly Likely (HL), 5=Likely (L), 4=Moderately Likely (ML), 3=Moderately Unlikely (MU), 2=Unlikely (U), 1=Highly Unlikely (HU)

Lessons learned

- UNDP and other UN agencies can play a positive role in providing access for NGO and CSO partners to GEF resources, but this requires strict review of the partner and advisory during project design and initial implementation.
- Projects can be implemented during a short time period with positive outcome if they build on established partnerships and profound local knowledge.
- It is possible to develop and maintain a sustainable business model where a larger part of the financial benefit is maintained by the local producers in developing countries.
- Training on financial literacy is key to well-managed small and micro enterprises.

- Women can lead entrepreneur initiatives and financial management processes even in highly male dominated societies.
- It is possible to create development even in the most fragile countries of the global south, but it requires long-term processes.
- The limitations for development in fragile countries involve “perceived risk” that limits access to capital and the cost of financing, despite potentially high gain on investments.
- Transformational change could be reached by enabling better decision-making on investments and larger flow of funding to fragile countries.

Table 2. Recommendations table

Rec #	TE Recommendation	Entity responsible	Timeframe
A	Category 1: Funding and budgeting		
A.1	Use this project as a model for how to work with strong NGO/CSO partners and facilitate their access to GEF funding.	UNDP	From now
A.2	Use the same model to facilitate the access of NGO/CSO partners to other funding, such as the Adaptation Fund.	UNDP	From now
A.3	Develop these projects with higher budgets to increase the expected impact and reduce transaction costs.	UNDP	From now
A.4	When there are low budgets available, as in this case, concentrate on one country only, not multi-country projects.	UNDP	From now
A.5	Present a proposal to the GEF Council to reduce the requirements for Mid-size projects, because they are difficult to comply with for small and medium size NGO/CSO and the low agency fee gives the GEF agency limited opportunities for follow-up.	UNDP	GEF Council meeting Dec. 2024
B	Category 2: Implementation		
B.1	Do not prioritize only the most fragile countries (such as Sudan) but also countries where it could be expected easier working conditions (such as Uganda).	UNDP	From now
B.2	Maintain fluent dialogue with Mountain Harvest and Near East Foundation until the end of project implementation, to ensure full compliance with all outcomes and good process of closing the project.	GRP/SRC	Oct. - Dec. 2024
C	Category 3: Partnerships		
C.1	Maintain contact with UNDP and other potential partners on opportunities for funding of projects that are within the GRP / SRC core strengths.	GRP/SRC	From now
C.2	Continue the contact with the same project partners to give them advice and explore opportunities for other project funding, including examples mentioned in this report.	GRP/SRC	From now
D	Category 4: Capacity building		
D.1	Continue internal capacity building on project design, including development of Theory of Change and a good Results Framework.	GRP/SRC	From now

2. INTRODUCTION

2.1. Purpose and objective of the Terminal Evaluation (TE)

2.2. Evaluation purpose and scope

25. In line with the UNDP and GEF Monitoring & Evaluation policies and procedures, all full- and medium-size UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project.
26. **Purpose:** The TE should assess the achievement of project results against what was expected according to the design and draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP programming. The TE report should promote accountability and transparency and assess the extent of project accomplishments. The aim of the TE is that, through building evidence sharing and learning, it should be possible to understand if and how the project had a transformational and sustainable impact and use that understanding to further improve resilience outcomes more widely, as well as provide lessons to improve new project design.
27. **Objective:** The TOR for the TE is not specified beyond the purpose, however, it is understood that the objective is to provide lessons learned about not only what has worked, but also what has not worked, why and how, and to pull that information together to identify key functions of a successful approach to increasing resilience. This information can then be fed back into projects, as well as into the wider resilience community.

2.3. Scope

28. The TE should assess project performance against the expectations set out in the project's Logical Framework/Results Framework and assess results according to the criteria outlined in [Guidance for TEs of UNDP-supported GEF-financed Projects](#)

2.4. Methodology

29. The methodology for the evaluation is considered as an analysis of three main elements with a logical sequence:
- a) *Project performance*, with emphasis on effectiveness of outputs and outcomes, as well as relevance and coherence, efficiency, implementation and management issues, and expected impact and sustainability;
 - b) *Lessons learned*, including what has worked well and what has not, as well as innovations and success stories that could be replicated or scaled-up; and
 - c) *Recommendations* for follow-up and potential new projects.
30. The TE report is using the OECD-DAC evaluation criteria to assess the achievement of project results against what was expected and draws lessons that can both improve the sustainability of benefits from the project and aid in the overall enhancement of UNDP programming. The evaluation process promoted accountability and transparency and assessed the extent of project accomplishments. The aim of the TE is that, through building and sharing evidence and learning, it would be possible to understand if and how the programme had a transformational and sustainable impact and use that understanding to further improve resilience outcomes more widely.
31. The aim of the TE is to learn about not only what has worked, but also what has not worked, why and how, and to pull that information together to identify key functions of a successful

approach to increasing resilience. This information can then be fed back into projects, as well as into the wider resilience community. Key questions for learning are:

- Do the innovative finance mechanisms enhance adaptation practices to strengthen climate resilience in fragile and conflict-prone regions?
 - What are the lessons learned about operating and building resilience in fragile and conflict-prone regions?
32. The TE seeks to clarify the assumptions made in relation to the link between action and change, divided into internal assumptions (that could be influenced by the project) and external assumptions (that could not be influenced by the project). This enables a reflection on the assumptions that are often implicit in project designs, as well as 'how' and 'why' innovation contributes to resilience.
33. The TE pays special attention to the progress and compliance with the targets defined in the results framework, and the influence and integration of the experiences and lessons learned. Many lessons learned could probably be useful also for other fragile countries and regions.
34. Based on review of the results, the TE analysed if they have given or are expected to give the intended impacts, to comply with the Project objectives.

2.5. Data collection and analysis

35. The interviews during the evaluation were carried out in accordance with the stakeholders proposed by the contracting unit and partners, however just to a certain extent according to availability of persons and other factors. The rural communities visited during the mission in Uganda were agreed with MH with the purpose of covering different geographic areas. The interviews were carried out with the purpose of obtaining all necessary information to complement the documents received, and to triangulate information between different stakeholders.
36. Data for the evaluation can be divided into the following categories: (i) Background information received from the contracting unit and partners; (ii) Complementary information collected through Internet, networking and other sources (including websites of UNDP and executing partners); (iii) Written and audio-visual material obtained from the project and other sources; and (iv) Face-to-face interviews during the mission in Uganda; (v) Online interviews with persons from UNDP, executing agencies, project staff, partners, beneficiaries and other stakeholders.
37. Protocols from interviews were recollected using forms that allow the systematization of data. The Evaluator gave emphasis to interview stakeholders in an informal way, so it did not feel like a register of personal data or an exam. This approach has the advantage that additional issues that came up could be noted. All interviews were registered according to gender. Systematization of the information was carried out continuously from the beginning and gradually updated, summarising the information when it is fresh.
38. The Evaluation Criteria Matrix is found in Annex B, including (i) main evaluation questions; (ii) indicators / criteria; (iii) sources of information; and (iv) data collection methods. The semi-structured interviews during the evaluation were based on this matrix, however selecting the most relevant questions for each organization or stakeholder group.
39. The semi-structured questionnaires were prepared in advance of each interview with a selection of the evaluation questions, according to what was considered relevant for each

stakeholder group, however, applying a flexible approach according to stakeholder type, available time, education level, etc. Additional information, observations and comments were also noted. Annex C presents the list of documents reviewed.

2.6. Ethics

- 40. The Evaluator maintained clear impartiality and independence at all stages of the review process. This is applicable towards any activity related to planning, gathering, organization, processing and assessment of information; as well as facilitation of the evaluation results.
- 41. The TE report text is written in a way that it should not be able to detect the opinions of individual persons, considering the European General Data Protection Regulations (GDPR), because both the contracting unit and the evaluation firm are situated in Europe. For that reason, the names of persons interviewed were eliminated from the final version of the TE report.

2.7. Limitations to the evaluation

- 42. It was a strong limitation for the evaluation not being able to visit Sudan. This was partly mitigated by interviewing staff and partners of the Near East Foundation both in Sudan and abroad, as well as reviewing sources on Sudan and the project region in addition to the documents already received from the start of the evaluation. It was not possible to interview community members in the project region due to the ongoing conflict there and connectivity problems, but their opinions are reflected in documents that were reviewed.

2.8. Structure of the evaluation report

- 43. The TE report is structured according to the requirements in the UNDP Guidance document (see 2.3), with the main sections Project description; Findings (design, implementation, results and impacts); and Main findings, Conclusions, Recommendations and Lessons.

3. PROJECT DESCRIPTION

3.1. Project start and duration

- 44. The GEF CEO endorsement letter was 18 December 2021. The project started on 10 June 2022 with an operational duration of 30 months (until 10 December 2024), with financial closure until 10 June 2025.
- 45. The key GEF Project Cycle Milestones are: (i) Project document signature within 25 days of GEF CEO endorsement; (ii) First disbursement date within 40 days of GEF CEO endorsement; (iii) Inception workshop date within 60 days of GEF CEO endorsement; and (iv) Operational closure with expected end date as per the approved duration after Project Document signature (see Executive summary); and Financial closure within 6 months of operational closure.

3.2. Development context

- 46. **Environmental context:** The project regions of Uganda and Sudan are characterized by high vulnerability to climate change and systemic fragility, with Uganda and Sudan ranking 172 and 178 out of 182 countries in terms of vulnerability to climate change. In Uganda, the project region is facing challenges such as more variable and severe weather patterns with heavy flooding, hailstorms, drought, and declining soil fertility. These problems are enhanced by increasing population density, and encroachment into national forests due to decreasing land availability for coffee production. Also, Sudan experiences increasing climate variability leading to major changes in rainfall, which affects agriculture and water

security. These environmental challenges contribute to the fragility of the regions and underscore the need for innovative solutions to enhance food and water security.

47. **Socioeconomic context:** *In Uganda*, the socioeconomic context is marked by significant economic improvements, but the country is still facing challenges, partly due to conflicts arising from past tribal tensions. The majority of the working labor force is engaged in subsistence agriculture, and the region is characterized by heavy flooding, increasing population density, and declining soil fertility, which creates further pressure on available land. These challenges contribute to the vulnerability and highlight the need for interventions to enhance food and water security in these areas.
48. *In Sudan*, the socioeconomic context is characterized by increasing climate variability, which has led to major changes in rainfall and temperatures, exceeding the capacity of rural households to cope. This has forced many subsistence agro-pastoralist and nomadic pastoralist households to make livelihood decisions out of desperation due to the decreasing viability of their co-dependence on water, agriculture, and rangelands. Additionally, the perceived risks of investing and lending into conflict-prone and fragile countries such as Sudan results in a combination of a very high cost of capital and requirements for collateral and other risk-mitigants that are beyond the reach of local micro-enterprises, particularly small-scale farmers.
49. **Institutional context and main stakeholders:** This medium-size GEF project is being implemented by UNDP as the GEF agency and executed by the GRP hosted by the SRC in Stockholm University. It is financed through the “Innovation challenge window”, where UNDP only serves an oversight role. GRP approached UNDP to secure access to GEF funding, and UNDP decided to test the model of passing the full implementation over to a CSO. UNDP helped GRP obtain the CEO letter and trained it on how to do GEF monitoring and reporting. GRP coordinates the project and receives progress reports from the two local executing partners MH and NEF, and reports to UNDP, which is reporting to GEF.
50. The institutional context for implementing the project in Uganda and Sudan involves working with local partners and securing government endorsement. The project received endorsement from the governments of Sudan and Uganda before it started and worked with local partners in the two countries to showcase climate adaptation innovation at the local level, supported by the government. The project in Sudan has however only been dealing with the local State Government where the State Ministry of Agriculture is the counterpart. The project sought to identify and work alongside partners who are deeply established in Uganda and Sudan, aiming to facilitate funding and support into these entities to better serve their end-beneficiaries, mainly small-scale farmers and pastoralists.
51. The main local project partners are the social enterprise Mountain Harvest (MH) in Uganda and the Near East Foundation (NEF) in Sudan, as well as other local partners in both countries. The institutional arrangement to work with Mountain Harvest involves Lutheran World Relief (LWR), an international non-governmental organization (INGO) with an impact investing arm that has invested in improving the quality, productivity, and resilience of small-scale coffee farmers in Uganda. LWR uses an enterprise-focused approach underpinned by regenerative agriculture practices and aims to provide low-cost loans to thousands of coffee farmers on Mount Elgon, East Uganda, to help them manage their inter-harvest seasonal operating expenses and invest in greater climate resilience. On a community level, MH works with selected coffee farmers that receive production credit and sell their organically produced coffee through the firm. There are also women groups in the

communities that receive a monetary premium on their coffee because MH can sell it at a higher price in the international market.

52. NEF has extensive experience across fragile states, and it has piloted member-based, association-orientated loan products to non-timber forest products (NTFPs) in the Kordofan States, successfully servicing thousands of farmers. The credits are given through 13 local cooperatives, in most cases led by women, where each cooperative involves several villages. The local NGO Abna El-Sudan Development Organization (AEDO) operated as an independent contractor to support NEF in North Kordofan State (NKS) with recruiting participants, conducting Community Association (CA) meetings, leading capacity building workshops, facilitating training of trainers (ToT) events, and conducting field visits.
53. Sudan escalated to open conflict in April 2023 when fighting broke out between the two main factions the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF). The current conflict is one of the most severe crises the country has faced, further destabilizing an already fragile political and economic situation. It has an impact all over the country, also in the project region, and affects e.g. personal safety, transport, communication, access to financial resources, and the economy in general.

Box I. Main project stakeholders

Funding agency: Global Environment Facility (GEF)

Implementing agency / GEF agency: United Nations Development Programme (UNDP)

Executing partners: Global Resilience Partnership (GRP) and Stockholm University/Stockholm Resilience Centre

Project partners: Mountain Harvest, Uganda through Lutheran World Relief (LWR); Near East Foundation, Sudan

Local partners: Community based coffee producers in Uganda; and

13 former cooperatives and the NGO El-Sudan Development Organization (AEDO) in Sudan.

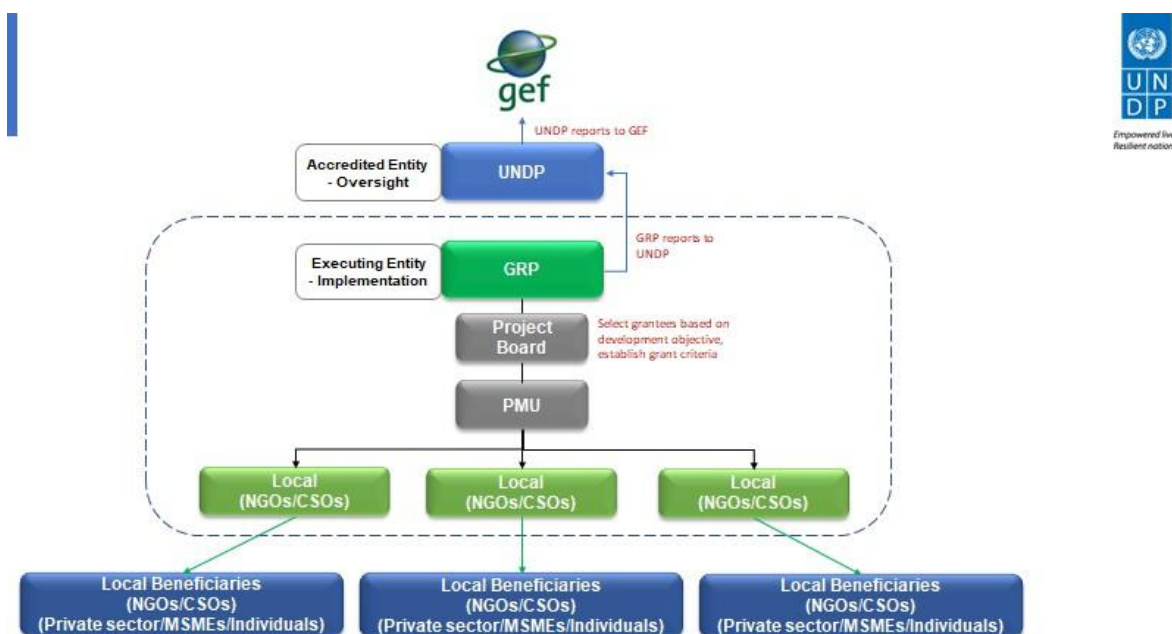
54. **Policy context:** The project would contribute to the Sustainable Development Goals (SDG) number 1, 2, 8 and 13, and were aligned with the UNDP Country programmes in Uganda and Sudan at the moment of project approval. The policy factors relevant to the project's objective and scope include the endorsement from the governments of Uganda and Sudan, which provided endorsement letters for the project and expressed their willingness to collaborate. The project aimed to align with national priorities and secure high degrees of co-funding, as well as the ability and pathway to scale both locally and nationally. The project topics were clearly within the priorities of the national and local governments when the project started, focusing on strengthening resilience in fragile regions and communities with high vulnerability to climate change, particularly in the context of food and water security. The project also aimed to work with significant in-country policy-makers to capture, access, collate, and share important impact data around the interventions.

3.3. Problems that the project sought to address, threats and barriers

55. **The main problem** the project sought to address is the vulnerability of fragile communities to climate change. The project objective is therefore 'to study, invest in and scale-up early stage innovations that hold the greatest promise of delivering resilience outcomes that promise peace and stability in fragile and conflict-prone regions with high vulnerability to climate change in the least developed countries'. This would be achieved through three outcomes:
 - 1) Investment opportunities and financing strategies to catalyze enterprises for adaptation innovation in the context of fragility and conflict developed.
 - 2) Innovative adaptation practices, tools and technologies that strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change accelerated.

- 3) Capacities built through technical assistance and knowledge sharing for businesses and social enterprises in sustaining and scaling innovations for adaptation in the context of fragility and conflict and vulnerability.

Fig. 1. Project governance and management structure



56. The following table summarizes the project content, including its objective and the outcomes and outputs for each component.

Table 3. Summary of project content (source Results Framework – see Annex A)

Project Goal¹: To study, invest in and scale-up early-stage innovations that hold the greatest promise of delivering resilience outcomes that promote peace and stability in fragile and conflict-prone regions with high vulnerability to climate change in the least developed countries.	
Project Objective: To support the expansion of innovative finance mechanisms suited to the local context which increase investment opportunities and enhance adaptation practices to strengthen climate resilience in fragile and conflict-prone regions.	
Outcomes	Outputs
1. Investment opportunities and financing strategies to catalyze enterprises for adaptation innovation in the context of fragility and conflict developed	1.1 Knowledge products generated focused on identifying new and existing markets for innovative finance instruments; targeting both beneficiary- and funder- uptake
2. Innovative adaptation practices, tools and technologies that strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change accelerated	2.1 Entrepreneurs supported (at least 50% women)
	2.2 Area of land managed for climate resilience
3. Capacities built through technical assistance and knowledge sharing for businesses and social enterprises in sustaining and scaling innovations for adaptation in the context of fragility and conflict and vulnerability to climate change	3.1 People trained (at least 50% women)

¹The results framework mentions two different project objectives. The first is here referred to as project goal, as in the project document text.

57. The project's main approach in both countries has been to provide credit financing and technical support for community-based production of agro-forestry commodities, in Uganda Coffee (mainly *Coffea arabica*) and in Sudan Gum Arabic trees (*Acacia senegal*). Gum Arabic has a wide range of uses in the food and beverage industry, pharmaceuticals, cosmetics and personal care, printing and paints, textiles, etc. (<https://www.undp.org/sudan/about-us>).

Fig. 2. The project area east in Uganda (left) and project sites east of Mbale (right)

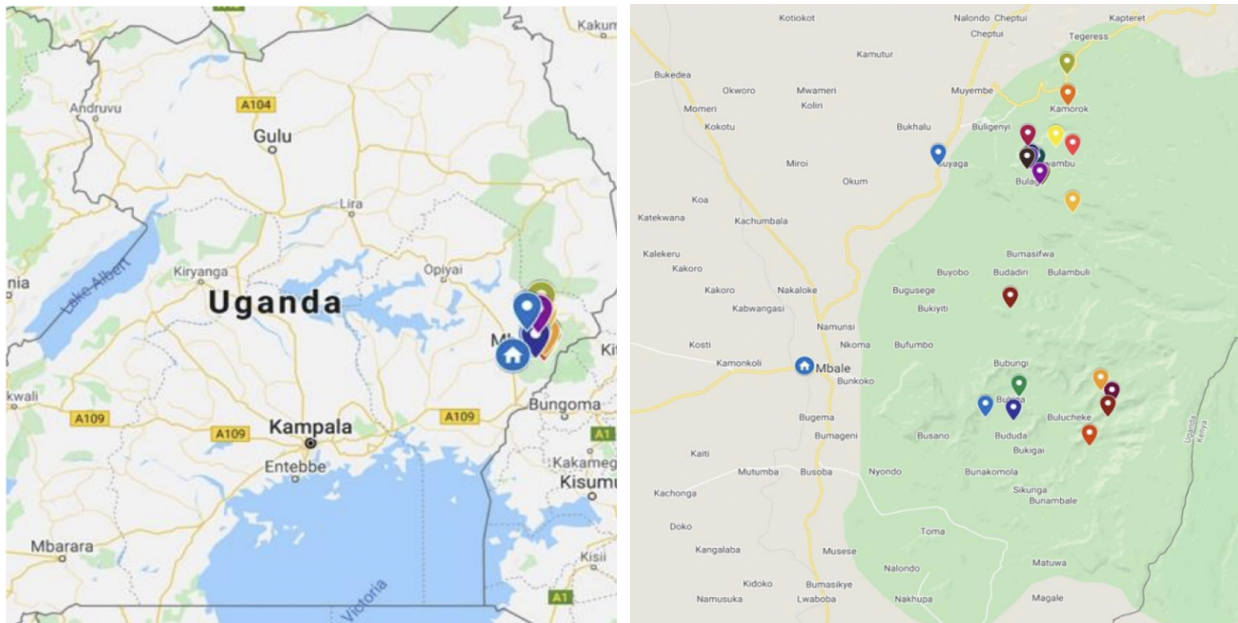


Fig. 3. The project area east in Sudan (left) and planned project sites (right)



58. **The main threats** to the project outcomes include social and environmental risks, which were screened in accordance with the UNDP Social and Environmental Standards (SES)

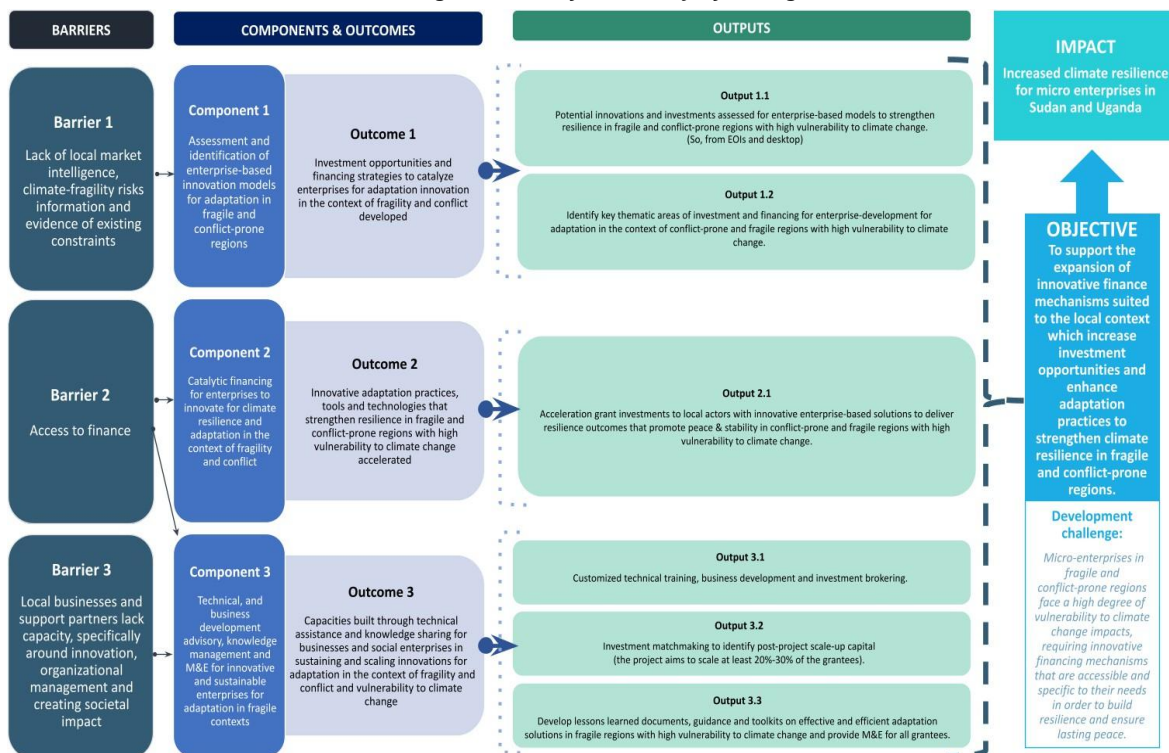
during the project design phase. Working in highly vulnerable countries, there are several risks that could lead to project implementation failures and delays, including environmental, social, and governance risks, and insufficient support from the private sector. Other risks detected during the design phase were the possibility of low rates of loan repayment and potential conflicts. Major threats, such as the risks of natural disasters and armed conflicts, such as the one that erupted in Sudan, cannot be avoided, but the degree of impact can be reduced through risk monitoring and mitigation strategy.

59. **The main barriers** to project development have included several factors such as lack of local market intelligence, climate-fragility risk information, and evidence of existing constraints. This is particularly challenging in conflict-prone countries due to the complex and poorly mapped power dynamics, which can lead to the withholding of information. Furthermore, there are significant knowledge gaps in areas such as climate-related information, market information, and pricing trends, which limit the ability of market participants to respond to climate risks and adapt to changes. Access to finance is another barrier, as the risks perceived with investing and lending into conflict-prone and fragile countries result in a combination of a very high cost of capital and requirements for collateral that are beyond the reach of local micro-enterprises. Additionally, local businesses and supporting partners lack capacity, specifically around innovation, organizational management, and for creating societal impact, which poses a barrier to project development.

3.4. Theory of Change

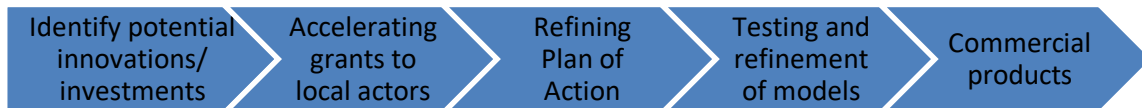
60. There is no mention of Theory of Change (ToC) in the project document, but it includes a “Project Overview” that in the Inception Workshop was considered at the Theory of Change. When the project was approved in 2022 it had already become increasingly expected to include a ToC analysis for GEF projects, including mid-size projects. The GEF’s Scientific and Technical Advisory Panel (STAP) has emphasized the importance of a ToC to ensure clarity on project outcomes, linkages between activities, and long-term impact. The strengths of the ToC below is that it is clear, easy to understand and directly linked to the results framework. On the other hand, the disadvantages of such a simplified model is that it does not present all the inter-linkages and the assumptions for the processes.

Fig. 3. The Project Theory of Change



61. The process presented in the project design consists of a first stage focusing on identifying potential innovations and investments for enterprise-based models to strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change. The second stage involves accelerating grant investments to local actors with innovative adaptation practices and technologies. The third stage is centered on refining the plan of action, with a timeframe and budget, in close collaboration between the project and the grantee. The final stage is a continuous process aiming to improve the likelihood of success in translating proposed innovative ideas into workable prototypes/models that can be further tested, refined, and ultimately commercially rolled out. Throughout this process, the project aims to build resilience for the target group, identify gaps in the model, and seek out opportunities to improve the delivery, with a focus on scalability and viability. It should however be highlighted that most of this process was already far advanced or finalized when the project started, since the project prioritized one international commodity in each country, and the innovation element was mostly the way of financing local stakeholders.

Fig. 4. Process from identification of potential innovations to commercial products



4. FINDINGS

4.1. Project design and formulation

62. Analysis of Results Framework: project logic, strategy and indicators

63. *Project logic:* Even though the Project Document does not include a Theory of Change (ToC) analysis, the project strategy and its ToC is easy to understand based on the Results Framework. The project has three “components” that can be summarised as the following main outcomes: (i) Investment strategies and opportunities for adaptation; (ii) Adaptation practices; and (iii) Improved capacity. Together, these three outcomes lead to strengthened climate resilience in the project regions, as reflected in the project objective.
64. Evaluation reports often include a “Reconstructed Theory of Change” as the basis for the review. However, considering that UNDP and GEF approved the project document without mention of a ToC analysis, and considering that the ToC can easily be understood (see 3.4), the evaluator has decided not to present any reconstructed ToC. This could however have been justified if it was a Mid-term Review or a project that would be followed by another phase.
65. Analysing the Results Framework, it becomes clear that there might have been some confusion in the use of terms during the project design phase. UNDP defines an **Output** as a tangible product, service, or immediate result that is produced directly by the activities of a project. UNDP defines an **Outcome** as a measurable change or result that occurs as a direct consequence of project outputs being utilised by beneficiaries or stakeholders. However, in the results framework this has been somewhat mixed up.

Table 4. Comments to the Results Framework

Outcomes	Indicators	Comments
1. Investment opportunities and financing strategies to catalyze enterprises for adaptation innovation in the context of fragility and conflict developed	Total no. of knowledge products generated focused on identifying new and existing markets for innovative finance instruments; targeting both beneficiary- and funder-uptake (all products will discuss gender empowerment in this context)	Investment opportunities is correctly an Outcome. Financing strategies are outcomes if they are made by the project beneficiaries or stakeholders with use of the project outputs, so it is probably correctly used. However, in the indicator column it is mentioned "total number of knowledge products" which are Outputs and not targets for the Outcomes.
2. Innovative adaptation practices, tools and technologies that strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change accelerated	No. of entrepreneurs supported (at least 50% women)	The Outcome could be improved, e.g. as "Strengthened resilience in fragile and conflict-prone regions through the use of innovative adaptation practices, tools and technologies". These practices, tools and technologies are project Outputs, while the "entrepreneurs supported" mentioned in the indicator column is an activity.
	Area of land managed for climate resilience (ha) *(this is only for one of the short-listed projects)	"Area of land managed for climate resilience" is a good indicator for the outcome but could be a bit difficult to measure.
3. Capacities built through technical assistance and knowledge sharing for businesses and social enterprises in sustaining and scaling innovations for adaptation in the context of fragility and conflict and vulnerability to climate change.	Indicator 5: Total no. of people trained (at least 50% women)	The Outcome is OK but could be improved e.g. defined as "Improved capacity due to technical assistance and knowledge sharing....". The indicator "Total no. of people trained" is a project output, not an Outcome indicator.

66. The end targets included in the Results Framework are 22,000 beneficiaries, 4 knowledge products, 6,550 entrepreneurs supported (at least 50% women), 6,550 people trained (at least 50% women) and 115,000 ha managed for climate resilience. Overall, the targets seem reasonable for a normal project, but a bit optimistic for a medium-size project of only three years duration in fragile high-risk countries. Even though the targets were agreed between GRP and UNDP before presentation to the GEF, in the opinion of the evaluator some of them justify comments: The target of only 4 knowledge products for two countries seems low, while the target of 6,550 entrepreneurs supported seems very high.

67. An entrepreneur is most often understood as an individual who creates, organises, and operates a business or venture, assuming the financial risks in the hope of making a profit. The project document however refers to entrepreneurs as key actors in ensuring food and water system security, particularly in fragile and conflict-prone regions. It mentions that entrepreneurs in these contexts include small-scale pastoralists, farmers, and micro-enterprises, especially women, who lack parity in bargaining and negotiating power and are economically excluded. Since the target is exactly the same for number of entrepreneurs and number of people trained, it seems like these are the same persons. In that case all the coffee farmers trained in Uganda and all the credit union members trained in Sudan are considered as entrepreneurs, and no other people were trained.

68. **Assumptions and risks:** Assumptions and risks are two sides of the same coin, which have in common that they are outside the direct control of the project management unit (PMU). In the context of UNDP's project management and results frameworks, an assumption

refers to a condition or factor that is believed to be true or will hold throughout the life of a project, but which is outside the direct control of the project team. On the other hand, a project risk is a factor outside PMU's direct control that could negatively affect the project performance.

69. The project document makes several assumptions, including the assumption that the selection criteria of projects/partners have included their expected contribution to climate adaptation, impact, and resilience. It also assumes that the project will be working with reputable NGOs/CSOs that have been operating and conducting humanitarian and development work for many years in the country with previous work experience with other donors and the national government. The third assumption is that potential conflicts and historical conflicts will be carefully examined and re-examined during the selection process with the help of on-ground partners' experience. However, based on the definition mentioned above none of these should be considered assumptions because the issues are under the control of the project design team or the project management team.
70. On the other hand, the Results framework includes several *real assumptions*: (i) Increased investment opportunities and enhanced adaptation practices will result in strengthened climate resilience for beneficiaries; (ii) Information gathered from the studies will be useful to guide strategies for adaptation innovation in fragile and conflict-prone regions; (iii) Climate resilient livelihoods will lead to economic empowerment of the local communities, increasing their resilience; (iv) Capacity development activities have good uptake; (v) Beneficiaries will be willing to adapt their innovations based on training and technical assistance; and (vi) Training provided will be sufficient to reduce vulnerabilities to climate change. The evaluator considers that one of the assumptions in the Results Framework should not have been included: "No significant natural disaster during project duration". Since the project is implemented in two countries with high vulnerability to climate change, and this is one of the justifications for the project, the issue should rather be included as the *risk of natural disasters during project duration*.
71. The project document outlines several project risks, including potential risks related to social and environmental factors, economic displacement, damage to biodiversity and natural resources, local climate change events and disasters, and exacerbation of conflicts and violence. It also highlights the risk of economic displacement due to loss of income and changes to land tenure caused by new project activities, as well as the risk to indigenous peoples. Additionally, the document mentions the risk of misappropriation of grant funding and the potential for grant recipient businesses and social enterprises to fail to comply with national and international labor standards, posing risks to health and safety. These risks are categorized and assessed based on their likelihood and impact, with management measures defined for each risk. It however combines risks to project performance (which should be monitored and mitigated in case of occurrence) and potential damage caused by the project itself (which should be avoided). The second type of risk should be managed through the project safeguards and were analysed during the design in the UNDP Social and Environmental Screening Procedure (SESP) – Annex 6 to the project document.
72. The results framework also includes several risks: (i) Cultural and religious barriers may restrict women to participate in project activities; (ii) Cultural and religious barriers may restrict women's market participation; (iii) Livelihood activities promoted by the project are not taken up by local communities or causes maladaptation; and (iv) Uptake is not sufficient to ensure long-term resilience outcomes. These are all real risks. It is however curious that the two strong risks of climate change related to natural disasters and social conflicts are not mentioned in the results framework. On the other hand, one risk

mentioned in the framework is considered not to be a real risk: “Training is inadequate; or training is not applied; leading to underperformance”. This is not a risk because it is under the project’s control and should be avoided through good project planning.

73. One of the most important risk control mechanisms is that the project is only working with a reputable NGO/CSO that has been operating and conducting humanitarian and development work for many years in the two countries with previous work experience with other donors and the government. The project partners have been working in the local communities for a long time with extensive engagement with beneficiaries. This project is implemented by a global CSO and on groundwork by local NGOs/CSOs, which is a strong example for NGO/CSO collaboration.
74. **Lessons from other relevant projects:** The project design incorporates lessons learned from other projects implemented by GRP, as well as experience of the Near East Foundation (NEF) and Lutheran World Relief (LWR). Initial discussions were also held between GRP and UNDP to build on UNDP’s broad global experience. The technical experience of these partners, e.g., on sustainability, environmental and social impacts, and gender inclusion, has been fundamental for the design and effective implementation of the project. The lessons learned on project management were the need to emphasize and disseminate results within and beyond the project intervention area through existing information sharing networks and forums. It also led to priority to identification, analysis, and sharing of lessons that might be beneficial to the design and implementation of new and similar projects, to be able to disseminate them widely. The project partners have continued to seek information exchange also during implementation, with other projects and stakeholders of similar focus in the same countries, region, and globally.
75. **Planned stakeholder participation:** The project design encompasses a comprehensive stakeholder engagement strategy. This includes the engagement of beneficiary groups, local partners, wholesalers, international traders, and institutional actors. The engagement plan involves consultations at the individual, local, and national levels to gather input on the program approach, intended outcomes, impact, associated risks, target communities, and market dynamics. Additionally, the project aimed to engage key stakeholders through a detailed stakeholder engagement plan, ensuring a participatory approach to investment opportunities and financing strategies for enterprises in the context of fragility and conflict. The project document includes an annex with a Stakeholder Engagement Plan that presents the expected stakeholders on national and local level to participate in achieving each project output, and their key responsibilities.
76. *Planned national level stakeholders:* Ministry of Agriculture, National Forest Corporation, Humanitarian Aid Commission, Water, Environment and Sanitation, Agriculture Research Centre, Sudan Agriculture Bank, Central Bank of Sudan, Uganda Coffee Development Authority (UCDA), Ministry of Agriculture - Sudan, National Forest Corporation, Humanitarian Aid Commission, Water, Environment and Sanitation Department, Private Sector: National / international processors and exporters (e.g. Afrocrop, Afritech).
77. *Planned local level stakeholders:* Near East Foundation, Lutheran World Relief, Mountain Harvest, Local NGO Partners, Women Producers, Producer associations, Communities and community leaders, Cooperatives, Local authorities, Local wholesalers and processors, and Farmers grouped in Village Savings and Loans Associations.
78. These stakeholder lists seem to be quite complete based on the information that was available at the moment of project design. The question could however be if they were too complete, as if no one should be forgotten. Especially the list of national level stakeholders

seems quite extensive and makes it difficult to detect what are the most important stakeholders. The stakeholder analysis would have benefitted from a clearer definition of country, and should have included a third category of international and multi-country stakeholders such as UNDP, GRP, Stockholm University/Stockholm Resilience Centre, Lutheran World Relief, Near East Foundation, etc.

79. **Linkages between the project and other interventions within the sector:** The project aimed to establish linkages and share experiences with other interventions in the same sectors, but the project document was not specific on what these linkages were. There is a weakness in the design that other ongoing projects were not analysed, since they could have provided collaboration, synergies, and potentially also co-financing. Another type of linkages is however mentioned, to commercial capital, where the project support would include the needed technical assistance, investment brokering, and business advisory support.

80. Project implementation

81. Adaptive management: In Uganda, Mountain Harvest has adapted to new circumstances by implementing various strategies to ensure continued progress and impact. This includes exceeding its targets by engaging more entrepreneurs and farmers than planned, mobilizing people into Village Savings and Loan Association (VSLA) groups, and providing training and access to loans, which has led to more participants than previously planned. On the other hand, MH has used an adaptive management approach and adjusted the terms for re-payment of loans for communities that are affected by natural disasters.
82. In Sudan, the project has adapted to new circumstances by implementing various measures to address the challenges posed by the conflict and ensure continued progress. This includes relocating the project's coordination hub to Kassala, transitioning to remote management, and preparing a risk management plan to support implementation post-conflict through remote management. The project has also worked closely with cooperative associations to find alternative financial service providers to deliver loan capital, operated virtually to ensure staff safety, and maintained financial and social capital, ultimately restarting operations under a newly approved Risk Management Plan. These adaptive efforts have been essential in managing the project's implementation and ensuring its impact. Despite the conflict, the project has demonstrated resilience by adapting to the crisis, continuing local training, and successfully disbursing loan capital, leading to a new award from USAID to expand support across 21 cooperatives in Sudan.
83. As an effect of the crisis in Sudan, the last PIR reported that the target of land managed for climate resilience had been reduced from 115,000 ha (originally estimated by NEF) to 6,571 ha. The baseline was however an estimate before loans were made, and it should be considered that the expected scaling up of farming activities is now almost non-existent due to the conflict. The initial design for this project target was based on the expansion of farming activities, and since the conflict now prevents government function, there is no authority to manage land rights in an official capacity. Based on the risk management plan co-designed by NEF and GRP with UNDP guidance, the project activities are shifted to the improvement of resilience practice on existing land areas. NEF anticipates that 65% of borrowers will take up climate resilient practices on their land at the end of the project period.

84. **Actual stakeholder participation and partnership arrangements:** The Mountain Harvest project aims to enhance the quality of life for smallholder farmers by engaging key stakeholders, including farmers, government agencies, local communities, educational institutions (such as Busitema University), and buyers. Key activities have included an inception meeting, training Workshops, annual Surveys and feedback sessions, as well as regular review meetings. These meetings provided stakeholders with updates on project milestones and achievements and solicited input on decision-making and strategic direction. Mountain Harvest has recently reviewed its stakeholder engagement strategy, identifying seven key stakeholder categories that can impact or be impacted by the company's activities. This ongoing engagement ensures optimal operation and fosters positive stakeholder relations.
85. The ongoing stakeholder engagement demonstrates the project's commitment to involving stakeholders in its activities and decision-making processes, ultimately contributing to the project's success and impact. On the other hand, strong local decision-making could potentially signify a risk since local farmers don't have an education level to measure the long-term impacts of their decisions. As an example, it could be mentioned that many communities have prioritized buying cows that can provide milk for the families and cow dung to be used as fertilizer for the coffee plants. However, since it is hard work to transport cow dung up to coffee plantations on higher elevations, some communities have proposed to bring the cows up to the mountains. This would first of all reduce the benefit of fresh milk for the families and also potentially lead to deforestation and soil erosion in the highlands.
86. In Sudan, the coordination among local, state, and national stakeholders has been significantly disrupted due to the ongoing conflict. Near East Foundation however sustained stakeholder engagement through a series of targeted activities, including a pilot study to inform the program approach and project development, climate change awareness programs highlighting the importance of forests, micro-enterprises, and farms as adaptive resources, and capacity-building initiatives for women-led associations, micro-enterprises, and farmers. Additionally, NEF engaged potential co-founders to support project scale-up efforts. This comprehensive engagement involved collaboration with local stakeholders such as local NGO partners, women producers, producer associations, community leaders, and local authorities, as well as national stakeholders, including the Ministry of Agriculture, National Forest Corporation, Humanitarian Aid Commission, Water, Environment, and Sanitation, Agriculture Research Centre, Sudan Agriculture Bank, and the Central Bank of Sudan. NEF also worked with the NGO Abna El-Sudan Development Organization (AEDO) as an independent contractor to support NEF in North Kordofan State (NKS). The last local event organized by NEF was a roundtable 11 September 2024 on the topic "Development of vertical linkages with potential traders, and processors", with 52 participants from 13 cooperatives and community associations (CAs) across NKS.

Table 5. Financing table

Source	Planned (USD)	Actual
GEF Trust Fund grant (<i>LDCF</i>)	1,000,228	1,000,228
Total Budget administered by UNDP	1,000,228	1,000,228
Co-financing:		
GRP / Stockholm University	810,950	676,165
Mountain Harvest	0	200,000
USAID	0	570,428
Total confirmed co-financing	810,950	1,446,593
Grand-Total Project Financing	1,811,178	2,446,821

87. **Project finance and co-finance:** The tables 5, 6 and 7 present the financial data up to the moment of the project evaluation. GRP has been delegated by the GEF Agency UNDP to be responsible for the oversight of the GEF resources and the project co-financing.

Table 6. Approved co-financing at the moment of GEF CEO endorsement and until June 30, 2024

Sources of co-financing	Cash pledged		Cash final		In-kind pledged		In-kind final		Total final	
	US\$	%	US\$	%	US\$	%	US\$	%	US\$	%
Stockholm University	0	0	0	0	810,950	100	676,165	100	676,165	46.7
USAID	0	0	570,428	74.0	0	0	0	0	570,428	39.4
Mountain Harvest	0	0	200,000	26.0	0	0	0	0	200,000	13.8
Total pledged	0	0			810,950	100			810,950	100
Total final			770,428	53.3			676,165	46.7	1,446,593	100

Table 7. Co-financing Table¹ (GEF format, US\$1,000)

Co-financing	UNDP own financing		Government		Other ²		Total	
(Type/Source)	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0	0	0	0	0	770.4	0	770.4
Loans/Credits	0	0	0	0	0	0	0	0
Equity investments	0	0	0	0	0	0	0	0
In-kind support	0	0	0	0	811	676.2	811	676.2
Total	0	0	0	0	811	1,446.6	811	1,446.6

¹Represents updated co-financing data; ²This refers to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

88. The in-kind co-finance target from GRP/Stockholm University has been achieved, which includes GRP staff and consultancy costs, Resilience Hub contributions, business school engagement, additional case study and travel support. The Uganda local partner Mountain Harvest has provided USD 200,000 in co-financing based on a medium-term loan from Kiva Foundation, which have been used to extend project activities and related MH operations. In Sudan, NEF has achieved a cash co-financing contribution from USAID that was not planned when the project was designed. This financial support to NEF will continue under a new USAID project and strengthen the sustainability of the project.

4.2. Monitoring & Evaluation

89. *Design at entry:* The quality of project design could mean success or failure of a project. When the project was designed it included all the requirements that UNDP considered necessary. GRP was advised by UNDP during the process and should not be expected to be experts on the quality at entry. The project document has a good quality and, considering that it is a mid-size project, is quite complete. The document and its annexes include e.g., a Results Framework, Risk register, UNDP's Social and Environmental Screening Procedure (SESP), Gender analysis and adaptation plan, and Stakeholder engagement plan. The project document even included a simplified ToC analysis (see fig. 3). There are however certain weaknesses in some of these areas that are commented on below.
90. The STAP mentioned that the project design at CEO endorsement should include a detailed explanation of the mechanisms through which GRP would select the small businesses,

disburse the funds and manage the reflow (if any). The project document outlines that GRP had before approval identified and shortlisted on-the-ground grant recipient organizations that are in a position to experiment with innovative solutions to climate resilience challenges and scale those that have already found success. The short-listing criteria focused on partners' ability to scale, their depth of local knowledge and track record, their ability to leverage other actors, the potential improvement in climate resilience, and the degree of innovation inherent in their identified projects. Additionally, GRP should oversee a process of identifying the local intermediaries, and the instruments, products, and mechanisms that have the most potential to achieve the above. The decision to narrow down the field of potential partners and make the eventual funding decisions would be that of the GRP-led project board. However, *the project document does not provide detailed information on the specific mechanisms for fund disbursement and reflow management as requested by STAP.*

91. *Overall assessment of M&E:* The main tool for project monitoring and evaluation (M&E) is the Results Framework. As mentioned in 4.1, the project has some weaknesses, which will not be repeated in this section. There are however many areas of improvement mentioned in table 4 that could give lessons learned as a basis for new project designs.
92. *M&E during implementation:* The project has closely monitored progress of the activities and results in both countries, and particularly in the context of the ongoing conflict in Sudan. The PMU has maintained regular updates and communication to address any operational shifts and budget reallocations. The project has also implemented a comprehensive Knowledge Management approach, which includes capacity building, documentation, and dissemination of knowledge through various channels, such as mainstream media and digital platforms. This approach ensures ongoing learning and effective project communication that is contributing to the project's monitoring and evaluation efforts. Additionally, the project has conducted annual farmer surveys, VSLA monitoring reports, and coffee quality assessments to systematically capture best practices and lessons learned, demonstrating a robust monitoring and evaluation framework.

93. Risks and safeguards

94. *Risk management:* The Project Document chapter XI includes UNDP's Risk Management Standard Clauses. The issues treated are e.g., staff safety, avoidance of sexual harassment, anti-corruption, and social and environmental sustainability. These are not project risks, but issues that should be treated as part of the project's safeguards. On the other hand, the project document's annex 7 presents a UNDP Risk Register by category, with potential impact and probability of occurrence, and risk management strategy (mitigation), as well as "risk owner" (who is in charge). This table presents 13 risks that are mostly real project risks, but some issues are under PMU's control or should be managed as part of safeguards. Again, remember that project risks are issues that are outside project management's direct control that could negatively affect the project performance. In other words, risks can be monitored and mitigated but not completely avoided, while management of safeguards is under PMU's control. Project risks are issues such as policy changes, changes in the national labour market, natural disasters, market collapse, large differences in exchange rate, diseases (e.g., COVID-19) and violence (e.g., the current crisis in Sudan). For all these risks it is important to monitor the degree of risk and to know what to do if they materialize, which the Risk Register is doing quite well.
95. Four of the risks included in the risk register require comments:

- *Security Risks to grantees and project staff:* This is a clear personal risk, but the *project risk* is only the impact on project performance if anything happens to grantees and staff.
 - *Project implementation delay:* This is strictly speaking not a risk but the result of many factors, such as weaknesses in project management and potential risks that materialize.
 - *Success is overstated in the progress report while failure is understated or unreported:* This is not a risk but an issue under PMU's control. Project management should do quality control on reports and have a dialogue with the partners to ensure that such failures in reporting do not happen.
 - *Environmental, social and governance risk not managed, triggering risk events:* Environmental and social impacts of the project are not risks but safeguards issues that should be monitored and could trigger mitigation. Governance is however correctly mentioned as a risk if it refers to other organizations than the project itself.
96. The evaluator does not consider that GRP should have had the experience to make these distinctions at the moment of project design. The organization fully trusted UNDP, which is understandable. The issues mentioned could however be useful both for UNDP and GRP for new project design and monitoring.
97. *Safeguards monitoring and management:* The project's social and environmental safeguards are included in the UNDP Social and Environmental Screening Procedure (SESP), which is Annex 6 to the project document. The SESP includes what UNDP calls "Social and Environmental Risks", but as mentioned above these are not *project risks*, but rather measures to avoid that the project is causing any negative impact to others and mitigate the potential for that to happen.
98. The SESP is complete and mostly well prepared. There are however two issues detected that could have been presented differently. The lack of gender equality, women's empowerment and/or gender-based violence is presented as a risk, while it is *a fact* and should rather be considered part of the baseline. On the other hand, the safeguards should ensure that the project's approach to gender mainstreaming and women's empowerment would not have any negative impact on women. For instance, many men in the communities in Uganda do not agree with the principle that coffee produced by women gets a higher price, and the mitigation measure should be to extensively explain the reasons for this in community meetings with participation of both genders.
99. The SESP also mentions the risk of local climate change events, and weather & hydro related disasters. This is strictly speaking a project risk, but could still be mentioned under safeguards since it is necessary to avoid that project activities do not negatively impact local stakeholders when a disaster happens. That could be the case if farmers are not able to repay their loans because of production failure, where the safeguard measure is to have a more flexible repayment approach in these cases.

4.3. UNDP and partners' implementation

100. *UNDP implementation and oversight:* This project uses a special GEF LDCF window called the Challenge Window where UNDP as an accredited GEF agency provides CSO/NGO access to GEF funding. UNDP has worked with GRP many times before, and when the initiative came from them UNDP decided to test how it would work to hand over all the project management to the civil society partners. UNDP only serves an oversight role, but operationally it is costly since it is a small project where the GEF fee is probably not covering all UNDP has done. In the beginning it was for instance required an effort from UNDP to train and advise the partners on the design, and on how to manage GEF monitoring and

reporting. The PMU is presenting the PIRs to UNDP for their review before UNDP's presentation to GEF, and UNDP is pleased that the project management has performed well.

101. *Partners' execution:* The evaluator has a very positive assessment of the overall project implementation and coordination, both the project executing partner GRP and all project partners involved. After having evaluated a large number of GEF projects around the world, this project is considered as an example for others. It is very impressive that the project has been able to reach its targets on time (see 4.5.3) with a small budget, while working in fragile countries. Other positive aspects, such as gender participation and sustainability of the outcomes will be dealt with in other sections of the report. The execution model is also considered a success for UNDP, which could be replicated in other projects, but preferably with a larger budget to reduce the percentage transaction costs.

4.4. Project results and impacts

4.4.1. Relevance

102. *The extent to which the project objectives and the design respond to beneficiaries', global, country, and partners'/institutions' needs, policies, and priorities, and continue to do so if circumstances change.*
103. The project's objective aligns with the priorities of the local government and local communities. In Uganda, the project has demonstrated a positive impact on the agricultural sector and the broader community, meeting or exceeding its targets and receiving favorable external assessments. The project aims to support the expansion of innovative finance mechanisms suited to the local context, which increases investment opportunities and enhances adaptation practices to strengthen climate resilience in fragile and conflict-prone regions. This aligns with the priorities of local communities and governments in these regions, as it addresses the need for climate resilience and economic empowerment in fragile and conflict-affected areas.
104. In Sudan, the local authorities are at State level. The Near East Foundation and its local contractor Abna El Sudan Development Organisation (AEDO) worked with community associations in NKS, including those in Shikan, Um-Rawaba, and Alrahad localities to give loans to local communities, where they need a certificate from the Department of Cooperatives in the State Government. The NEA contractor AEDO was involved in community mobilization meetings, providing technical guidance and support for community associations to expand the selection of new beneficiaries, and cascading trainings to association members and borrowers. It also participated in capacity building for associations, including coaching, systems development, and learning-by-doing, and was involved in facilitating the development of vertical linkages with potential traders, processors, exporters, and network building with market support functions.
105. The project's objectives fit within the national environment and development priorities, supporting the expansion of innovative finance mechanisms suited to the local context, which increases investment opportunities and enhances adaptation practices to strengthen climate resilience in fragile and conflict-prone regions. This aligns with national environment and development priorities, as it addresses the need for climate resilience and sustainable economic development in these regions. The project's focus on innovative finance mechanisms and climate resilience is in line with broader national priorities related to environmental sustainability and economic development. This general assessment is probably more relevant for Uganda than for Sudan on national level, but it is found to be correct also for Sudan on State level.

106. The project concept originated from local stakeholders, and relevant stakeholders were sufficiently involved in project development. It emphasizes locally led enterprises as effective mechanisms for adaptation and innovation. The project is a new way to develop climate change resilience and stability at local level. The expected overarching development outcome is innovative financing solutions for effective, long-term resilience building to climate change and local stability with particular emphasis on supporting vulnerable groups and gender equality in fragile and conflict-affected areas. The involvement of local stakeholders is evident in the engagement with local partners, including local authorities, NGO partners, women producers, producer associations such as cooperatives, and communities. This demonstrates a comprehensive engagement approach involving multiple stakeholders in the project's development.
107. The project objective aligns with the GEF strategic priorities. The project aims to strengthen climate resilience in fragile and conflict-prone regions by supporting the expansion of innovative finance mechanisms suited to the local context, increasing investment opportunities, and enhancing adaptation practices. This aligns with the GEF's strategic priorities related to climate change adaptation and mitigation, sustainable land management, and conservation of biodiversity in fragile and conflict-affected areas.
108. The project is highly relevant for the UNDP priorities on climate change adaptation and community-based climate resilience, reflected in the UNDP country strategies in the two countries. In **Uganda** the country strategy places a strong emphasis on inclusive economic development with a focus on marginalized groups, including youth and women. UNDP helps to foster the development of micro, small, and medium-sized enterprises (MSMEs) through initiatives that offer business training, access to financing, and policy support. These efforts are part of broader strategies aimed at improving livelihoods, increasing resilience, and promoting sustainable economic opportunities in local communities. Overall, the UNDP country strategy in Uganda places a strong emphasis on building resilience to climate change through a comprehensive approach that integrates adaptation, disaster risk reduction, and sustainable development practices.
109. In **Sudan** the UNDP country strategy places strong emphasis on climate change adaptation, community resilience, and the development of small and micro enterprises for improving livelihoods. The development of small-scale enterprises, especially in rural areas, is a critical part of UNDP's efforts to boost livelihoods. This includes promoting micro-credit and micro-finance systems to provide financial sustainability for smallholder farmers and entrepreneurs. By increasing access to financing and business skills, UNDP helps these communities diversify their income sources, reduce poverty, and become more resilient to economic shocks. A key aim of these projects is to secure and improve livelihoods, particularly through sustainable practices in agriculture and livestock management. The implementation of the country strategy is however strongly impacted by the crisis in Sudan since April 2023.

4.4.2. Coherence

110. *The compatibility of the intervention with other interventions in the country, sector or institutions.*
111. *External coherence:* The project has not been very active in seeking and establishing collaboration with other agencies and projects. There has been certain collaboration with the Ministry of Agriculture in the NKS State of Sudan, and there are partnerships with leading business schools (Oxford and Yale) to foster greater investment in resilient enterprises. A recent joint event was the Investor Forum hosted by GRP during New York Climate Week

Sept 2024, where both MH and NEF presented their work. The ongoing collaboration between NEF and USAID in Sudan gives expectation of continued support. In Uganda, the MH director is heavily involved with other actors in the coffee sector on national and international level that could give many opportunities for collaboration.

112. *Internal coherence:* The GEF refers to internal coherence as the alignment and integration of policies and actions across various sectors and levels to promote environmental objectives. This concept ensures that policies are mutually reinforced. The goal is to maximize benefits while managing trade-offs, particularly across environmental, economic, and social policies. By maintaining internal coherence, the GEF aims to prevent activities that could undermine global environmental benefits and ensures that projects align with broader national and international commitments, such as those under multilateral environmental agreements.
113. In this context, it should be admitted that the project does not have much *global* environmental benefits. It is focused on climate change adaptation and building of resilience to the benefit of local stakeholders. The project still is aligned with the three Rio conventions UNFCCC (where climate change adaptation has got a gradually more important role), UNCCD (reduction of land degradation) and UNCBD (conservation of biodiversity). The project is also a positive example of gender participation, which is a priority issue for GEF and UNDP.

4.4.3. Effectiveness

114. *The extent to which the Project's objectives and expected results were achieved, or are expected to be achieved, including any differential results across groups.*
115. The baseline, end targets and achieved results are summarized in table 8. It shows that the project had an excellent level of effectiveness, with average 98% compliance of the objective indicators and an average compliance with the outcome targets of 94.8% so far.

Table 8. Project compliance with end targets.

Indicator	Baseline	End of project target	Achieved by June 30, 2024	% compliance with end target
Objective: To support the expansion of innovative finance mechanisms suited to the local context which increase investment opportunities and enhance adaptation practices to strengthen climate resilience in fragile and conflict-prone regions				
No. of direct beneficiaries	0	22,000	21,789	99
At least 50% women ¹	0	50	48.6	97
Uganda	0		7,752	
Sudan	0		17,621	
Objective level – Avg. target compliance				98
Outcome 1. Investment opportunities and financing strategies to catalyze enterprises for adaptation innovation in the context of fragility and conflict developed				
No. of knowledge products identifying new and existing markets for innovative finance instrument	0	4	5	125
Outcome 2. Innovative adaptation practices, tools and technologies that strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change accelerated				
No. of entrepreneurs supported	2,850	6,550 (increase 3,700)	4,460 (increase 4,681)	126.5
At least 50% women ¹	0	50	58.9	117.8
Area of land managed for climate resilience (ha) – revised figures	0	6,571	4,460.5	67.9
Uganda	0		766.54	

Sudan	0		3,694	
Average compliance Outcome 2				104.1
Outcome 3. Capacities built through technical assistance and knowledge sharing for businesses and social enterprises in sustaining and scaling innovations for adaptation in the context of fragility and conflict and vulnerability to climate change				
Number of people trained	2850	6,550	3,625	55.3
Outcome level – Avg. target compliance				94.8

¹Gender-disaggregated data are based on the PIR for Uganda and the recently updated NEF assessment for Sudan.

116. Only outcome 3 (number of people trained) is falling behind. This is understandable considering the current situation in the project area in Sudan. It is however possible that the number of people trained could increase in both countries before the end of the project.
117. *Reduction of target for land areas:* The civil war in Sudan has been ongoing since April 2023, with serious impact on the project implementation and nearly suspension of the activities in Sudan during 2023. The initial baseline conducted in 2015 by NEF in consultation with GRP was an estimation based on NEF's market assessment, activity movement of people and uncertainty around land ownership. NEF does however not have data to support that the same borrowers are currently managing land for climate resilience. GRP therefore requested UNDP to reduce the baseline value to 0. At the same time, it was proposed to update the midterm and end-of-project targets, which led to a reduction of the final target to 6,571 ha based on the following information:
- The target borrowers of the cooperatives have considerably smaller plots of land than those included in the 2015 market analysis (average 3.37 ha). Therefore, the total land area of the 3000 borrowers was estimated to 10,110 ha.
 - The project aimed to increase the land areas managed for climate resilience by providing training and technical assistance to these borrowers.
 - NEF anticipated that 65% of the borrowers would take up climate resilient practices on their land, which led to the estimated 6,571 ha of land managed for climate resilience at the end of the project period.
118. NEF still aimed to remotely manage collection of final data (borrower surveys) and provide estimates for the results under all indicators, but due to the difficult security situation it would not be possible for NEF staff to verify the land areas in the field. UNDP accepted this approach. The baseline level was then reduced from 46,000 ha to zero and the end of project land target was reduced from 115,000 ha to 6,571 ha. Updated figures from NEF (Sept 2024) however show that the national crisis has further reduced the size of the lots that are being cultivated, to only 1.74 ha per borrower, which has reduced the total project areas managed for climate resilience in Sudan to 3,694 ha.
119. *Project results:* The planned activities and their outputs have been produced and contributed to the project outcomes and objectives. The last PIR indicates that evidence has been uploaded to substantiate the progress of the achieved outcomes, and it confirms that the outcomes have been achieved.
120. There is also evidence that supports the generation of knowledge products, the support of entrepreneurs, and the capacity building through technical assistance and knowledge sharing, all of which contribute to the project outcomes and objectives. Therefore, the planned targets seem to have been instrumental in advancing the project's outcomes and objectives.
121. Several key factors have been contributing to the project's success:

- 1) **Investment Promotion:** The project has focused on generating and disseminating knowledge to showcase successful strategies and positive impacts of local initiatives, aiming to engage private sector investors and concessional funders who support such investments.
 - 2) **Partnerships:** The partnership with leading business schools has played a positive role in fostering greater investment in resilient enterprises.
 - 3) **Risk Management:** The project has implemented a Risk Management Plan to manage ongoing challenges, such as the conflict in Sudan, and also ensure staff safety.
 - 4) **Gender Empowerment:** Efforts to empower women economically have contributed to the project success, supporting women's resilience and economic participation in both countries.
 - 5) **Knowledge Management:** The project has implemented a comprehensive Knowledge Management and Communication Strategy, integrating capacity building, documentation, and dissemination, to ensure ongoing learning and effective project communication.
122. **Under-achievement in Sudan:** The conflict in Sudan has posed challenges, which impacted the field operations and caused delays for certain project activities. It is however impressive that the project has been able to continue the activities even under these circumstances. The most recent roundtable meeting in Sudan was held 11 September 2024 on the topic "Development of vertical linkages with potential traders, and processors". There was a total of 52 participants representing the 13 cooperatives and community associations across NKS.
123. **Overall outcome:** The development impact is considered to be high. UNDP is satisfied with the performance of the partner organizations and what they have been able to achieve. It is especially important to highlight the positive results in Sudan where international organizations often don't want to work on a local level. The project shows how a strong local partner can be able to achieve impact even in a time of conflict. In Uganda the situation is different, where the ex-post impact would depend on scaling-up what is currently being done. For MH there is low risk involved with continuing what they are doing, which is showing positive social and environmental impact in the communities where they are working. Much higher impact could however be achieved by scaling-up the activities to more farmers and communities, with support from new funding sources.
124. **Project impact** was analyzed as a result of the different outcomes, both in the short term and especially in the long term (ex-post impact). As mentioned above, the project has achieved most of what was planned, despite difficult circumstances. The reduction of land targets in Sudan that was agreed with UNDP is an understandable consequence of the civil war, and outside the project's control. The project has already had a very positive social and environmental impact, which was observed during the mission to the project area in Uganda. It improves the economy of the participating communities and the farmer households. The impact for the households would however have been larger if all farmers could have access to credit each year. It is understandable that the project and MH would like to reach more communities and more farms, but the current set-up makes it difficult for the farmers to plan their activities in years where they have no financial support. The impact in Sudan has also been positive, even though the strong impact that was expected before the civil war erupted in 2023 has reduced the overall impact.
125. The project has achieved an exceptionally positive impact on the situation of the participating women in both countries (see gender inclusion under 4.5.5)

126. **Quality of Project Management and Supervision:** The organisation GRP and partners have been able to administrate the financial resources to permit finalizing the project on time, complying with the results, time and cost planned initially, including planning, and monitoring of activities and results. As previously mentioned, the use of indicators and targets in the results framework could have been better from the start, but that seems to not have had any great effect on the project monitoring and supervision. The positive factor that has strengthened project management and supervision is the short line between the PMU and project executors on the ground, which reduces bureaucracy and gives fast results of decision-making.
127. The Project Board had in total seven meetings so far, four in the period July 2022 – June 2023 and three in the period July 2023 – June 2024. The attendees were one representative of GRP and one representative of UNDP and dealt mostly with exchange of information about the project's progress, as well as partner relations and problem-solving. The brief board minutes do not permit going into details, but interviews with UNDP and GRP indicate that there has been an effective hand-on adaptive project management and risk management. The communication between GRP and UNDP has however involved contacts and advisory outside the Board meetings. The same person that initially was a consultant for GRP later became a full-time UNDP consultant and continued supporting the project. He is a finance and investment expert that has opened the doors to the international discussions around small and micro-enterprises, and he has brought lessons from the project in the international outreach.
128. The organisation and administration of the project ensured that the executing partners could efficiently use their human resources. The few steps in the decision-making process have positively affected the timeliness in compliance with the results, the project implementation time and the costs, which have been in line with what was planned initially. The PIRs have been prepared on time and presented to UNDP for review and comments before presentation to GEF. GRP's project monitoring on the ground has been limited to one mission to Uganda, while there were no missions to Sudan. This is understandable considering the situation in Sudan but could limit the executing partner's understanding of the situation. It therefore required strong local partners and fluent dialogue with them, which seems to have worked out well.
129. The project was focused on "soft" issues such as training and advisory, and not infrastructure or equipment. The project document mentions that GRP is responsible for procurement of goods and services, including human resources, but the budget included under the category "equipment" only USD 50,000 for GRP support services to the local partners for financial services, HR, procurement and travel services, and an additional small amount for audio equipment.
130. In Uganda, MH has been effectively implementing a broad strategy to integrate community capacity building, documentation, and dissemination, which has been key for engaging local stakeholders and improving their understanding of the project organization. Best practices and lessons learned have been systematically documented, including annual farmer surveys, VSLA monitoring reports, and coffee quality assessments. Knowledge dissemination has been done through channels such as mainstream media and digital platforms (Facebook, Twitter, Instagram, LinkedIn), to enhance stakeholder awareness, streamline information flow, and boost project visibility. Effective dialogue between the project and local farmers have also been achieved through annual farmer planning meetings, the last in March 2024 with 138 participants.

131. In Sudan, the adaptive approach of the NEF team has been crucial to achieve project results. In the NKS state NEF transitioned to a fully remote support model, engaging with 13 cooperatives through WhatsApp and ensuring the continuation of financial transfers via Benkek (BoK mobile transfer). Technical support and capacity building were provided through calls and data exchanges, while technical experts from the State Ministry of Agriculture and local volunteers facilitated flexible support for project activities and reporting. These lessons have set a new standard for NEF operations, leading to further funding from the USAID project Sustainable Agrifood System Approach for Sudan (SASAS), which will expand support across 21 cooperatives.
132. Based on the available Implementation Progress Ratings, the project is described as "Moderately Satisfactory," which suggests that it is on track to achieve its end-of-project targets with minor shortcomings only. This indicates a moderate level of likelihood that the project objectives will be met. ***The evaluator's findings however indicate that the project should be categorized as "Satisfactory" (see ratings table).***
133. *Key remaining risks and barriers for achieving the project's objective and generating Global Environmental Benefits:* The evaluator will emphasize that a project focused on climate resilience would normally not have so much *global* benefits as a project focusing on climate change mitigation. Since the project is ending, the key project risks and barriers that remain refer to continuation of the same activities after the project has closed:
- 1) Conflict-Related Challenges: The conflict in Sudan has hindered progress on some knowledge projects, restricting researchers' access to the field and impacting the scaling up of farming activities, which are strongly limited due to the conflict.
 - 2) Perceptions of High Risk: Prevailing high-risk perceptions and limited evidence of the financial viability of locally led enterprises continue to constrain investment, creating a detrimental cycle where inadequate funding hinders meaningful local change and economic advancement.
 - 3) Safeguarding Environmental Benefits: In Sudan the project has revised down the targets for land areas managed for climate resilience due to the conflict, indicating potential challenges in achieving the initially envisaged environmental benefits.
 - 4) Knowledge Dissemination: Conflict-related challenges, mainly in Sudan, have also impacted the dissemination of knowledge, hindering the effective communication of the viability and benefits of initiatives to potential private sector funders. These risks and barriers pose challenges to achieving the long-term project impact and sustainability. objective and generating Global Environmental Benefits.

4.4.4. Efficiency

134. *The extent to which the project delivers, or is likely to deliver, results in an economic and timely way*
135. The Evaluator has reviewed how well the resources have been used. This has led to the confirmation that the applied resources (time, human resources and financial resources), have been very efficiently used. The project has achieved the expected results on time, with a low budget and an implementation period of only three years. It should also be considered that the project document was highly optimistic, especially considering that it involves development in fragile countries, and increasingly difficult circumstances in Sudan from 2023. The last Project Implementation Report (PIR) August 2024 indicates that there have been no implementation delays also during the last reporting period.

136. Compared with other GEF projects, especially full-size projects implemented through the governments, this project had the advantage of building on local knowledge, established relationships and ongoing processes, and maintaining the same persons from project design to implementation. This made it possible to start activities from the first month without any delay. Other GEF projects frequently use up to a year to establish the institutional agreements and implementation mechanisms and recruit the PMU that often consists of people without previous knowledge about the project's content.
137. The project has been implemented with a small PMU that requires relatively few resources to central level compared to what is being used in the countries. The project staff has maintained fluent communication with the project partners MH and NEF and supported their learning and awareness campaigns with local stakeholder groups, most of all communities and farmer cooperatives.
138. Information from the stakeholder interviews during the mission to Uganda and the focus group meeting with Sudan indicates that the project is highly cost-effective, even under the difficult circumstances in Sudan until the last conflict exploded.
139. The project implementation approach appears to be efficient for delivering the planned project results. First of all, the approach to work with local stakeholders seems to be highly efficient, especially Mountain Harvest's impressive work in Uganda. Also, the project's work in Sudan was highly efficient until the full civil war from 2023. From then, specific measures were implemented to manage the project's implementation performance, including the establishment of a virtual coordination hub in response to the conflict in the country and the development of a Risk Management Plan to address ongoing challenges. The project has made significant progress despite the challenges, and regular updates and communication have been maintained to address operational shifts and budget reallocations. These measures suggest an adaptive and proactive approach to project implementation, which is essential for delivering the planned project results efficiently.
140. The project has been efficient also from a financial management perspective, and UNDP is pleased with the partners' performance. The previously presented financial tables 5-7 show that most of the budget has been disbursed, which is in accordance with the high effectiveness of outcomes (table 8).
141. As presented in the financial tables, the project had in total USD 2,446,821 available funds, including USD 1,446,593 as cash and in-kind co-financing. It should however be highlighted that in practice the in-kind co-financing has been much larger, especially staff, offices and equipment of Mountain Harvest and Near East Foundation.
142. The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. The audit cycle and process should have been discussed during the Inception workshop, but the summary from the workshop does not mention anything about it. UNDP has presented a Report of Factual Findings until the end of 2022 from the audit firm KPMG, which did not have any observations to the project's financial management.
143. The project has demonstrated efforts to leverage additional resources. The last PIR August 2024 highlights that the medium-term loan from Kiva that Mountain Harvest had previously secured was extended by an additional \$300,000, reflecting favorable external assessments of their progress. In Sudan, the funding from USAID is highly relevant and will continue after the GEF project. Additionally, there are partnerships with leading business schools to foster greater investment in resilient enterprises. These efforts indicate that the project partners are seeking to secure additional resources through partnerships and

external funding sources. There are however many opportunities that have not been fully explored, such as United Nations Capital Development Fund (UNCDF) (<https://www.uncdf.org>), GEF Small Grants Program (which could be approached through the UNDP national offices), and the UNDP Climate Innovation Accelerator (<https://www.adaptation-undp.org/afcia>), where GRP already provides knowledge management support and the director of MH is a reviewer. Another highly relevant opportunity in Uganda is a GEF funded UNEP program that recently started implementation in the same project region: “Promoting integrated landscape management approach for conservation of the Mount Elgon Ecosystem in Eastern Uganda”, where Mountain Harvest could have a role and probably opportunities for financing: <https://www.thegef.org/projects-operations/projects/10463>.

4.4.5. Sustainability

The extent to which the net benefits of the intervention continue or are likely to continue.

144. The project mainstreams sustainability through improved climate change adaptation and locally led resilience building, where the project holds environmental sustainability as one of the core guiding principles. All local partners were screened according to UNDP's environmental and social impacts and gender policies, as well as other factors. Screening on environmental sustainability was carried out prior to signing grant agreements with the selected local partner. During project implementation, GRP and project partners have been required to provide bi-annually Progress Briefs highlighting progress of their projects as well as status of compliance with UNDP environmental, social, and gender policies. The PMU carried out regular monitoring of the compliance with required environmental and social management plan.
145. *Financial sustainability:* Mountain Harvest is running a sustainable business that is not dependent on continued financial support. However, project support would be able to speed up the pace of positive growth and social-environmental benefits to the communities, something the rural communities are requesting. In Sudan, the rotational credit funds of rural cooperatives also seem to be running sustainably. The support from USAID would be able to broaden the work, but the national conflict is of course a risk for any project work, where the government's policy towards foreign agencies is a risk factor.
146. The costs and benefits of the project outcomes and their continued use within a long-term perspective indicate that these could be financially sustainable in the future without new project donations. In both countries financial resources are already available to sustain the project results once the GEF assistance ends, and it is highly likely that they could increase. This is however a relatively slow process that could only be speeded up with project funding, thereby increasing the social and environmental benefits. Continued financial support through projects or other sources is therefore not a requirement to maintain the project outcome but necessary if the goal is to replicate or scale-up the positive outcomes to a much larger number of beneficiaries or include other project areas.
147. *Institutional framework and governance:* The project results are significantly dependent on issues relating to institutional frameworks and governance. It is important to engage with local, state, and national stakeholders, including government entities, to address challenges related to conflict and fragility. The effectiveness of the institutional frameworks and governance structures in the local project areas is therefore crucial for achieving the desired results. The institutionalization of the working methods and collaboration structures are considered appropriate and would therefore be useful for a wider stakeholder base.

148. Based on information from the PIRs and stakeholder interviews, the evaluator considers that relevant stakeholders have achieved an adequate level of "ownership" of results and have an interest in ensuring that project benefits are being maintained. Mountain Harvest in Uganda has strong ownership, while the communities in Uganda and local cooperatives in Sudan have ownership on local level. It is however a relevant question how the local stakeholders on community/village level could achieve an even stronger ownership. The stakeholder engagement in relation with capacity-building initiatives is especially relevant, as well as efforts to involve more communities and households. It is important to highlight the role of rural women that are leading the process in Sudan and have a very strong role in the participating communities in Uganda. It highlights the empowerment of women economically, which supports resilience and economic participation, indicating a focus on ensuring that project benefits are being maintained.
149. Capacity-building efforts have been carried out to sustain and scale-up innovations for adaptation in the context of fragility and vulnerability to climate change. It has also engaged local stakeholders in capacity-building initiatives, including women-led associations, micro-enterprises, and farmers. One especially popular topic is financial literacy training, which has significantly increased the farmers' interest in joining VSLA groups in Uganda, surpassing the initial expectations. It is likely that local stakeholders have been provided with enough technical capacity-building support to ensure that project benefits are maintained even without new project funding, however continued capacity building and training would benefit community-based stakeholders in both countries, especially because new communities and participants/credit seekers are coming in that did not previously go through the same training.
150. The local project stakeholders have strong institutional frameworks that are needed to follow-up the project outcomes, as well as ownership of the process achieved through the project's training and technical support, while at the same time relying on local decision-making that strengthens ownership. Of special importance for local sustainability is the training-of-trainers (ToT), where MH has trained 18 local people that will continue to train coffee producers in their communities. It is therefore creating the local capacity to continue the activities and their maintenance. The established collaboration between MH and the communities and between NEF and the cooperatives will continue and probably be strengthened, however, depending on market risks and other factors. It is expected that the collaborative processes will lead to strengthened local ownership, which improves sustainability.
151. *Socio-political factors:* The success of project outcomes is closely tied to the context in which it operates, and the project results are likely to be dependent on socio-political factors to a significant extent. In Uganda the Director of Mountain Harvest is engaged on the national level to improve the socio-political framework for the coffee sector, and especially for organically produced coffee. In Sudan, the ongoing national conflict has hindered progress on some knowledge projects and disrupted coordination among local, state, and national stakeholders. The project has mitigated the social impacts of external factors such as the crisis in Sudan and severe climate events in both countries to certain extent through more flexibility of repayment in these areas. The project partners however do not want to interfere too much to ensure that local organizations and communities are building local governance.
152. The project is responsive to Human Rights, working in poor and vulnerable communities. The SESP mentions that the project ensures mainstreaming of a human-rights based approach (HRBA) and the Sustainable Development Goal (SDGs) commitment to

“leave no one behind”. The project is working with different ethnicities, and stakeholders with different languages, religious beliefs, gender and age groups. In Uganda, MH works with communities that have completely different languages and don’t understand each other, and in many of these communities there are both Christian and Muslim participants in the project activities. Different stakeholders were only indirectly participating during the project design since they were already involved in the activities that the project was building on and was planning to strengthen. However, both MH and NEF consulted the plans with local stakeholders. During the project implementation all relevant local stakeholder groups have participated in planning of new activities and discussion of their results. Of special importance are the planning processes within the agricultural cooperatives in Sudan and the coffee producing communities in Uganda, including the annual meetings to discuss and agree on new goals.

153. Based on what is mentioned above, the evaluator confirms that the project applies the UN Common Understanding of what can be considered as HRBA. Within this human rights context the evaluation has in the following also assessed to what extent the intervention adheres to UNDP’s Gender Equality Strategy.
154. **Gender Inclusion:** The project design phase included an adequate gender analysis and identified actions to ensure gender equity, including women’s access to financial services and the role of women in climate change adaptation and natural resources management. The project has a Gender Marker Rating as GEN2, meaning that gender equality is a significant objective. It is contributing to closing gender gaps in access to and control over resources and improving the participation and decision-making of women in natural resource governance. The project is also targeting socio-economic benefits and services for women. The Project’s Gender Analysis and Action Plan remain relevant and unchanged.
155. Both MH and NEF effectively challenge existing power structures and contribute to transforming gender norms, demonstrating a substantial impact on reducing gender inequalities and enhancing women’s roles in their communities through their projects. MH’s initiatives in Uganda increased women’s participation and leadership in VSLAs, boosted their financial access, and challenged traditional gender roles in agriculture, as evidenced by higher market participation and financial gains for women. In Sudan, NEF’s collaboration with women-led associations has enhanced women’s leadership, economic capacities, and access to financial services, addressing gender disparities and improving resilience. The table below summarizes the participation of women and men in the project.

Table 9. Some figures for gender participation in the project

Issue	Country	No. women	% women	No. men	% men	Total
Overall participation	Uganda	364	34.9	678	65.1	1,042
	Sudan	8,704	49.4	8,917	50.6	17,621
	Uganda + Sudan	9,068	48.6	9,595	51.4	18,663
Entrepreneurs supported	Uganda	565	48.0	613	52.0	1,178
	Sudan	1,380	65.0	743	35.0	2,123
	Uganda + Sudan	1,945	58.9	1,356	41.0	3,301

156. The evaluator considers gender participation as one of the project’s major strengths. This is not so much reflected in the “headcount” presented in table 9 as in the fact that women are taking actively part in the organization and decision-making on the project activities in both countries. Sudan is a traditional Muslim society where a NEF case study documented gender norms that limit women’s roles as producers of NTFPs such as Gum

Arabic, but the women have the leading role in all the cooperatives supported. In Uganda, the project is applying the principle that coffee produced by women groups or individual women get a premium on the price, however with the condition to also have high quality coffee. This has led to many men giving part of the agricultural lot to their wives for coffee production, which increases the household income. However, as mentioned under the chapter on risks and safeguards, many men consider it unfair that the women get a higher price for the same coffee. It could potentially lead to family conflicts and domestic violence if the issue is not treated carefully. It is therefore important to explain, and repeat, the fact that this is a premium given in the international market which gives a total increased benefit for the whole family when the women are involved in coffee production.

157. The evaluator confirms that the project adheres to UNDP's Gender Equality Strategy. According to the PIR there have however been revisions in projected numbers for women borrowers that could indicate potential challenges in achieving the desired level of financial inclusion and gender empowerment. This contradicts the evaluation findings that show an impressive and high participation of women in the project activities, often leading the process. The revision of projected numbers is therefore not understood as a project weakness but as limitations of the baseline and/or too optimistic gender targets.
158. *Environmental sustainability:* The most important environmental risks are related to climate change. For the coffee production in Uganda, there are frequent problems with drought and hailstorms that affect both the volume and quality of produce from certain communities. In Sudan, the drought has affected the Gum Arabic planting in some areas, but it is a resilient tree adapted to this environment. NEF emphasize the importance of managing the grazing lands (silvo-pastoral system) and has shown that it is possible to maintain the trees and still do horticulture (agro-silviculture). The eruption of armed conflict in Sudan has led to an update of the risk analysis and management, and a significant change was agreed on the total land areas to be covered by the project. The conflict could also indirectly affect the impact of environmental factors through interruption of transport, e.g. access to the plantations and getting produce to the markets. Regarding the project's future impacts and Global Environmental Benefits, the review indicates that the project impact is much stronger locally than on national and global level.
159. The UNDP requirement of a Social and Environmental Screening Procedure (SESP) was presented as an annex to the project document and considered adequate at the moment of project design. The SESP has not been updated during the project implementation period. There has not been reported any social or environmental safeguards issues in the project. MH has e.g., a strict policy on the non-use of pesticides in the organic coffee production to be able to maintain the certification of organic coffee.
160. *Knowledge management and learning:* In Uganda, MH has effectively advanced its knowledge management approach and a comprehensive strategy that integrates capacity building, documentation, and dissemination. In Sudan, NEF has transitioned its knowledge management and capacity building to a fully remote support model. Further information on knowledge management is included under Effectiveness (4.5.3). Online sources for training and blog stories are included in Annex C.
161. *GEF and UNDP value added:* The Evaluator considers that the GEF funding for the project led to activities and results in Sudan that would not have been carried out without this source of financing. In the case of Uganda, the same type of activities would probably have been implemented by MH even without GEF funding, but it would have been on a lower

level and with progress on a slower pace, or alternatively MH would have actively been seeking other alternatives.

162. UNDP's value added in this case is very special, because it can be summarized by "strong impact through a hands-off approach". UNDP was willing to trust the civil society partner GRP that it had been working with before, and let GRP and partners be fully in charge of the implementation. For that reason, UNDP's value add was mostly during the design phase and the early implementation phase, when GRP needed training and advisory on how to comply with the GEF and UNDP requirements. Then, gradually GRP could take over and fully manage the project without much UNDP support. This is important capacity building that makes GRP able to execute other and larger GEF funded projects in the future. An additional support from UNDP was the contracting of an international finance and investment consultant who gave high-level support and opened the gates for collaboration with international management schools.
163. *Catalytic/replication effect:* The catalytic effect of the project is to be an example for other projects and private sector initiatives on how to create development in fragile countries of the global south. The positive effect achieved in relatively short time was possible with the simple approach to *give financial support to the stakeholders that are doing the right things*. The achievements would however not have been possible through a project that started from scratch. It is part of a process that started before the project and will not end with the project. If it was a stand-alone short-term project only, it would probably not be sustainable. Now it is time to scale up the activities and replicate the project in new areas. The positive results, and the publicity around these results, give expectations both about new funding for the partners involved and for the design of new projects with similar approaches in other fragile developing countries.
164. *Transformational Change:* The expected transformational change due to the project includes reinforcing the sustainability of its outcomes to inform future scale-up investors, enabling better decisions around investment and funding, and providing a larger flow of funding with greater certainty. The project aimed to build resilience in fragile and conflict-prone regions with high vulnerability to climate change by assessing potential innovations and investments for enterprise-based models, identifying key thematic areas of investment and financing for enterprise development, as well as accelerating grant investments to local actors. Based on this model, it is time to channel more financing to local actors in the global south. There is often a misunderstanding of high financial risk in poor developing countries because what is not considered is the opportunity for high percent-wise growth when you start on a low level. The risk is rather related to a lack of knowledge about how to operate in fragile countries, which is greatly reduced by working with strong local actors.

5. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS

5.1. Main findings

165. *Project overview:* The project encompasses a comprehensive stakeholder engagement strategy that includes the engagement of beneficiary groups, local partners, wholesalers, international traders, and institutional actors. The most important local stakeholders are Near East Foundation, Mountain Harvest, Local NGO Partners, Local authorities, Communities, Cooperatives, and Farmers grouped in Village Savings and Loans Associations.
166. *Project design:* The project document has a good quality and includes the required annexes, but it does not provide detailed information on the specific mechanisms for fund

disbursement and reflow management as requested by STAP. The Results Framework as a planning and monitoring tool has areas of improvement that could give lessons for new project designs. UNDP's Social and Environmental Screening Procedure is complete and mostly well prepared.

167. *UNDP's and GRP's roles:* UNDP as a GEF agency has provided its CSO partner GRP access to GEF LCDF funding, while UNDP only serves an oversight role. UNDP provided support especially during the design and initial implementation phase. GRP has been delegated by UNDP to be responsible for the GEF resources and the project co-financing. GEF project funding is USD 1 million and confirmed co-funding so far is nearly USD 1.5 million.
168. *Adaptive management:* In Uganda, Mountain Harvest has adapted to new circumstances by strategies to ensure continued progress and impact by engaging more entrepreneurs and farmers than planned. In Sudan, the project adapted to new circumstances by implementing measures to address the challenges posed by the conflict and ensure continued progress, including relocation of the project coordination hub, transitioning to remote management.
169. *Relevance:* The project's objective aligns with the priorities of the local government and local communities. In Uganda, the project has demonstrated a positive impact on the agricultural sector and the broader community. In Sudan the project partner NEF has worked with State government authorities at State level and the local contractor AEDO on community mobilization and technical assistance to farmer communities.
170. The project objective aligns with the GEF strategic priorities on climate change adaptation and mitigation, sustainable land management, and conservation of biodiversity in fragile and conflict-affected areas. The project is also highly relevant for the UNDP priorities reflected in the UNDP country strategies in the two countries.
171. *Coherence:* The project has worked with partners but not been very active in seeking and establishing collaboration with other agencies and projects. There are no reported joint events or co-financing of the same activities from different projects, with exception of the collaboration from USAID to NEF in Sudan. The project is aligned with the three Rio conventions UNFCCC, UNCCD and UNCBD.
172. *Effectiveness:* The project had on average 98% compliance of the objective indicators and 94.8% of the outcome targets so far. Only the target for people trained is falling behind, mostly due to the civil war in Sudan since 2023. It led to an agreement with UNDP on reduction of the target for land managed for climate resilience from 10,110 ha to 6,571 ha. The national crisis has further reduced the size of the lots, to only 1.74 ha per borrower, which has reduced the areas to 3,694 ha.
173. Several key factors have been contributing to the project's success: (i) Investment Promotion; (ii) Partnerships; (iii) Risk Management; (iv) Gender Empowerment; and (v) Knowledge Management.
174. *Impact:* The development impact is considered to be high. It is important to highlight the positive results in Sudan where international organizations often don't want to work locally. In Uganda there is low risk for MH to continue their current work, but much higher impact could be achieved by scaling-up the activities to more farmers and communities, with support from new funding sources. The impact for the households would be larger if all farmers could have access to credit each year. The project has achieved an exceptionally positive impact on the situation of the participating women in both countries.

175. *Quality of Project Management and Supervision:* GRP and partners have been able to administrate the financial resources to permit finalizing the project on time, complying with the results, time and cost planned initially, including planning, and monitoring of activities and results. The positive factor that has strengthened project management and supervision is the short line between the PMU and project executors on the ground, which reduces bureaucracy and gives fast results of decision-making.
176. There has been effective hands-on adaptive project management and risk management. The Project Board consisted of two persons, one from each partner – UNDP and GRP. UNDP has also supported the project with an advisor on finance and investments that extended the international outreach.
177. In Uganda, MH implemented a broad strategy to integrate community capacity building, documentation, and dissemination, which has been key for engaging local stakeholders and improving their understanding of the project organization. Best practices and lessons learned have been systematically documented, including annual farmer surveys, VSLA monitoring reports, and coffee quality assessments. Effective dialogue between the project and local farmers have also been achieved through annual farmer planning meetings.
178. In Sudan, NEF's adaptive approach was crucial to achieve project results, engaging with 13 cooperatives through WhatsApp and ensuring the continuation of mobile transfers. Technical support and capacity building were provided through calls and data exchanges, while technical experts from the State Ministry of Agriculture and local volunteers facilitated flexible support. These lessons have set a new standard for NEF operations.
179. *Key remaining risks* and barriers for achieving the project's objective and generate Global Environmental Benefits are: (i) Conflict-Related Challenges in Sudan; (ii) Perceptions of high risk is limiting investments; (iii) Safeguarding Environmental Benefits; and (iv) Challenges on knowledge dissemination.
180. *Efficiency:* The applied resources (time, human resources and funds) indicate a high cost-effectiveness. The project has achieved the expected results on time, with a low budget and an implementation period of only three years. It should also be considered that the project document was highly optimistic, especially considering that it involves development in fragile countries, and increasingly difficult circumstances in Sudan from 2023. The project was implemented with a small PMU that requires relatively few resources at the central level compared to what is being used in the countries. The project staff has maintained fluent communication with the project partners MH and NEF and supported their learning and awareness building for communities and farmer cooperatives.
181. *Sustainability:* The project mainstreams sustainability through improved climate change adaptation and locally led resilience building, where environmental sustainability is one of the core principles. MH is running a sustainable business that is not dependent on continued financial support, but project support would be able to speed up the pace of positive growth and social-environmental benefits to the communities. In Sudan, the rotational credit funds of rural cooperatives also seem to be running sustainably, while the support from USAID could be able to broaden this work. The costs and benefits of the project outcomes and their continued use within a long-term perspective indicate that these could be financially sustainable in the future without project donations.
182. The results are significantly dependent on institutional frameworks and governance. It is important to engage with local, state, and national stakeholders to address challenges related to conflict and fragility. Project stakeholders have an adequate level of ownership

and interest in ensuring that project benefits are maintained. Capacity-building has engaged women-led associations, micro-enterprises, and farmers. Financial literacy training has significantly increased the farmers' interest in joining VSLA groups in Uganda.

183. The project is mainstreaming an HRBA approach and alignment with the Sustainable Development Goal (SDGs) with the commitment to “leave no one behind”. The project is working with different ethnicities, languages, religious beliefs, gender and age groups.
184. *Gender Inclusion:* The project adheres to UNDP’s Gender Equality Strategy with Gender Marker GEN2. It is contributing to closing gender gaps in access to and control over resources and improving the participation and decision-making of women in natural resource governance. The project is also targeting socio-economic benefits and services for women. Both MH and NEF effectively challenge existing power structures and contribute to transforming gender norms, demonstrating a substantial impact on reducing gender inequalities and enhancing women's roles in their communities.
185. Gender participation is one of the project’s main strengths, not so much due to the % involvement of women as the fact that women are taking actively part in the organization and institutional decision-making in both countries. The evaluation shows an impressive and high participation of women in the project activities, often leading the process.
186. *Environmental sustainability:* The most important environmental risks are related to climate change. For the coffee production in Uganda, there are frequent problems with drought and hailstorms that affect the volume and quality of the coffee. In Sudan, the drought has affected the Gum Arabic planting in some areas, but it is a resilient tree adapted to this environment. There are no reported adverse social or environmental impacts of the project. MH has a strict policy on the non-use of pesticides in the organic coffee production to be able to maintain its organic certification.
187. *GEF and UNDP value added:* The GEF funding for the project led to activities and results in Sudan that would not have been carried out without this source of financing. UNDP’s value can be summarized by “strong impact through a hands-off approach”, where UNDP was willing to trust the civil society partner GRP to be in charge of the implementation.
188. *Catalytic/replication effect:* The catalytic effect of the project is to be an example for other projects and private sector initiatives on how to create development in fragile countries of the global south. The positive effect achieved is however due to a process that started before the project and will not end with the project.
189. *Transformational Change:* The expected transformational change of the project includes reinforcing the sustainability of its outcomes to inform future scale-up of investors, enabling better decisions around investment and funding, and providing a larger flow of funding to fragile countries.

5.2. Conclusions

- 1) The project document has a good quality but has certain weaknesses in the Results Framework and it does not provide all information requested by STAP.
- 2) UNDP’s positive role has been to give the CSO partner access to GEF funding and provide oversight and initial support to ensure efficient implementation.
- 3) Mountain Harvest in Uganda carried out adaptive management by engaging more farmers than planned, while NEF in Sudan adapted to the outbreak of civil war by transitioning to remote management.

- 4) The project's objective and activities align with the priorities of the local government and local community organizations. They also align with the GEF strategic priorities on climate change, land management, and biodiversity, and the UNDP country strategies.
- 5) The project partners have not been very active in seeking collaboration with other agencies and projects except with USAID in Sudan.
- 6) The project had so far an excellent level of compliance, with on average 98% of the objective indicators and 94.8% of the outcome targets.
- 7) The key success factors are: (i) Investment Promotion; (ii) Partnerships; (iii) Risk Management; (iv) Gender Empowerment; and (v) Knowledge Management.
- 8) The development impact is considered as high in both countries. Stronger impact could be achieved in Uganda by scaling-up the activities to more farmers and communities, preferably giving all farmers access to credit each year. There is a highly positive impact on women.
- 9) The project's resources have been administered well, permitting to finalize on time, complying with the results, time and cost planned initially, due to an effective hands-on adaptive project management and risk management.
- 10) Key remaining risks and barriers are: (i) Conflict-Related Challenges in Sudan; (ii) Perceptions of high risk is limiting investments; (iii) Safeguarding Environmental Benefits; and (iv) Challenges on knowledge dissemination.
- 11) The project achieved the expected results on time, within a low budget and an implementation period of only three years, despite being implemented in fragile countries.
- 12) The project mainstreamed sustainability through improved climate change adaptation and locally led resilience building. MH is running a sustainable business in Uganda and the rotational credit funds of rural cooperatives in Sudan also seem to run sustainably.
- 13) The project has mainstreamed a human-rights based approach to "leave no one behind", working with different ethnicities, languages, religious beliefs, gender and age groups.
- 14) The project adheres to UNDP's Gender Equality Strategy. Gender participation is one of the project's main strengths, with women taking actively part in organization and institutional decision-making.
- 15) The most important environmental risks are related to climate change. There are no reported adverse social or environmental impacts of the project.
- 16) The GEF funding led to results in Sudan that would not have been possible without this financing. UNDP's positive value was trusting implementation through a civil society partner.
- 17) The catalytic effect of the project is the example on how to create development in fragile countries of the global south, however requiring long-term processes.
- 18) The expected transformational change of the project is to reinforce sustainability through enabling better decisions on investments and larger flow of funding to fragile countries.

5.3. Recommendations

Since it is a terminal evaluation, the recommendations are focusing on lessons learned for new projects to be implemented by UNDP or the project partners.

UNDP:

- 1) Use this project as a model for how to work with strong NGO/CSO partners and facilitate their access to GEF funding.
- 2) Use the same model to facilitate the access of NGO/CSO partners to other funding, such as the Adaptation Fund.
- 3) Do not prioritize only the most fragile countries (such as Sudan) but also countries where it could be expected easier working conditions (such as Uganda).
- 4) Develop these projects with higher budgets to increase the expected impact and reduce transaction costs.
- 5) When there are low budgets available, as in this case, concentrate on one country only, not multi-country projects.
- 6) Present a proposal to the GEF Council to reduce the requirements for Mid-size projects, because they are difficult to comply with for small and medium size NGO/CSO and the low agency fee gives the GEF agency limited opportunities for follow-up.

Global Resilience Partnership and Stockholm University / Stockholm Resilience Centre:

- 1) Maintain fluent dialogue with Mountain Harvest and Near East Foundation until the end of project implementation, to ensure full compliance with all outcomes and good process of closing the project.
- 2) Continue the contact with the same project partners to give them advice and explore opportunities for other project funding, including examples mentioned in this report.
- 3) Maintain contact with UNDP and other potential partners on opportunities for funding of projects that are within the GRP / SRC core strengths.
- 4) Continue internal capacity building on project design, including development of Theory of Change and a good Results Framework.

5.4. Lessons learned

- 1) UNDP and other UN agencies can play a positive role in providing access for NGO and CSO partners to GEF resources, but this requires strict review of the partner and advisory during project design and initial implementation.
- 2) Projects can be implemented during a short time period with positive outcome if they build on established partnerships and profound local knowledge.
- 3) It is possible to develop and maintain a sustainable business model where a larger part of the financial benefit is maintained by the local producers in developing countries.
- 4) Training on financial literacy is key to well-managed small and micro enterprises.
- 5) Women can lead entrepreneur initiatives and financial management processes even in highly man dominated societies.
- 6) It is possible to create development gains even in the most fragile countries of the global south, but it requires long-term processes.
- 7) The limitations for development in fragile countries involve “perceived risk” that limits access to capital and the cost of financing, despite potentially high gain on investments.
- 8) Transformational change could be reached by enabling better decision-making on investments and larger flow of funding to fragile countries.

ANNEX A. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): SDG 1, SDG 2, SDG 8, SDG 13 This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD): N/A					
Objective: Study, invest in and scale-up early stage innovations that hold the greatest promise of delivering resilience outcomes that promote peace & stability in fragile and conflict-prone regions with high vulnerability to climate change in the least developed countries.					
Objective and Outcomes	Indicators	Baseline	Midterm target	End of Project Target	Risks and Assumptions
Project Objective: To support the expansion of innovative finance mechanisms suited to the local context which increase investment opportunities and enhance adaptation practices to strengthen climate resilience in fragile and conflict-prone regions.	Total no. of direct beneficiaries (at least 50% women)	0 direct beneficiaries	10,000 direct beneficiaries (at least 50% women)	22,000 beneficiaries directly benefit from increased investment opportunities and enhanced adaptation practices, with Strengthened climate resilience (at least 50% women)	Risks: Cultural and religious barriers may restrict women to participate in project activities Assumptions: Increased investment opportunities and enhanced adaptation practices will result in strengthened climate resilience for beneficiaries
Outcome 1: Investment opportunities and financing strategies to catalyze enterprises for adaptation innovation in the context of fragility and conflict developed	Total no. of knowledge products generated focused on identifying new and existing markets for innovative finance instruments; targeting both beneficiary- and funder- uptake (all products will discuss gender empowerment in this context)	0 studies	2 knowledge products generated	4 knowledge products generated which identify existing and new market potential for innovative finance instruments (all products will discuss gender empowerment in this context)	Assumptions: Information gathered from the studies will be useful to guide strategies for adaptation innovation in fragile and conflict-prone regions

Outcome 2: Innovative adaptation practices, tools and technologies that strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change accelerated	No. of entrepreneurs supported (at least 50% women)	2,850 entrepreneurs supported through existing projects	4,000 Entrepreneurs (at least 50% women)	6,550 entrepreneurs (at least 50% women)	Risks: Cultural and religious barriers may restrict women's market participation Assumptions: Climate resilient livelihoods will lead to economic empowerment of the local communities, increasing their resilience.
	Area of land managed for climate resilience (ha)*(this is only for one of the short-listed projects)	46,000	60,000 ha	115,000 ha	Risks: Training is inadequate; or training is not applied; leading to underperformance. Assumptions: No significant natural disaster during project duration. Capacity development activities have good uptake.
Outcome 3: Capacities built through technical assistance and knowledge sharing for businesses and social enterprises in sustaining and scaling innovations for adaptation in the context of fragility and conflict and vulnerability to climate change	Indicator 5: Total no. of people trained (at least 50% women)	2,850 people already receive technical assistance through the existing projects	4,000 people (at least 50% women)	6,550 people (at least 50% women)	Risks: Training is inadequate; or training is not applied. Livelihood activities promoted by the project are not taken up by local communities or causes maladaptation. Uptake is not sufficient to ensure long-term resilience outcomes Assumptions: Beneficiaries will be willing to adapt their innovations based on training and technical assistance Training provided will be sufficient to reduce vulnerabilities to climate change

ANNEX B. EVALUATION CRITERIA MATRIX

Evaluation Questions	Indicators	Sources	Data Collection Method
<i>Evaluation Criteria: Relevance</i>			
<ul style="list-style-type: none"> Does the project's objective align with the priorities of the local government and local communities? 	<ul style="list-style-type: none"> Level of coherence between project objective and stated priorities of local stakeholders 	<ul style="list-style-type: none"> Local stakeholders Review of local development policies and strategies, etc. 	<ul style="list-style-type: none"> Interviews Desk review
<ul style="list-style-type: none"> Does the project's objective fit within the national environment and development priorities? 	<ul style="list-style-type: none"> Level of coherence between project objective and national policy priorities and strategies, as stated in official documents 	<ul style="list-style-type: none"> National policy documents 	<ul style="list-style-type: none"> Desk review Interviews
<ul style="list-style-type: none"> Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development? 	<ul style="list-style-type: none"> Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.) 	<ul style="list-style-type: none"> Project staff Local and national stakeholders Project documents 	<ul style="list-style-type: none"> Interviews Desk review
<ul style="list-style-type: none"> Does the project objective fit GEF strategic priorities? 	<ul style="list-style-type: none"> Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators) 	<ul style="list-style-type: none"> GEF strategic priority documents for the period when project was approved Current GEF strategic priority documents 	<ul style="list-style-type: none"> Desk review
<ul style="list-style-type: none"> Was the project linked with and in-line with UNDP priorities and strategies for the country? 	<ul style="list-style-type: none"> Level of coherence between project objective/design and UNDP strategies, UNDAF, CPD 	<ul style="list-style-type: none"> UNDP strategic priority documents 	<ul style="list-style-type: none"> Desk review
<i>Evaluation Criteria: Efficiency</i>			
<ul style="list-style-type: none"> Is the project cost-effective? 	<ul style="list-style-type: none"> Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) Financial delivery rate s. expected rate Management costs as percentage of total costs 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
<ul style="list-style-type: none"> Are expenditures in line with international standards and norms? 	<ul style="list-style-type: none"> Cost of project inputs and outputs relative to norms and standards for donor projects in Uganda 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interview with project staff

<ul style="list-style-type: none"> ● Is the project implementation approach efficient for delivering the planned project results? 	<ul style="list-style-type: none"> ● Adequacy of implementation structure and mechanisms for coordination and communication ● Planned and actual level of human resources available ● Extent and quality of engagement with relevant partners / partnerships ● Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reports, etc.) 	<ul style="list-style-type: none"> ● Project documents ● National and local stakeholders ● Project staff 	<ul style="list-style-type: none"> ● Desk review ● Interviews with project staff ● Interviews with local stakeholders
<ul style="list-style-type: none"> ● Is the project implementation delayed? If so, has that affected cost-effectiveness? 	<ul style="list-style-type: none"> ● Project milestones in time ● Planned results affected by delays ● Required project adaptive management measures related to delays 	<ul style="list-style-type: none"> ● Project documents ● Project staff 	<ul style="list-style-type: none"> ● Desk review ● Interviews with the project staff
<ul style="list-style-type: none"> ● What is the contribution of cash and in-kind co-financing to project implementation? 	<ul style="list-style-type: none"> ● Level of cash and in-kind co-financing relative to expected level 	<ul style="list-style-type: none"> ● Project documents ● Project staff 	<ul style="list-style-type: none"> ● Desk review ● Interviews with the project staff
<ul style="list-style-type: none"> ● To what extent is the project leveraging additional resources? 	<ul style="list-style-type: none"> ● Amount of resources leveraged relative to project budget 	<ul style="list-style-type: none"> ● Project documents ● Project staff 	<ul style="list-style-type: none"> ● Desk review ● Interviews with the project staff
Evaluation Criteria: Effectiveness			
<ul style="list-style-type: none"> ● Are the project objectives likely to be met? To what extent are they likely to be met? 	<ul style="list-style-type: none"> ● Level of progress toward project indicator targets relative to expected level at current point of implementation 	<ul style="list-style-type: none"> ● Project documents ● Project staff ● Project stakeholders 	<ul style="list-style-type: none"> ● Interviews ● Desk review
<ul style="list-style-type: none"> ● What are the key factors contributing to project success or under-achievement? 	<ul style="list-style-type: none"> ● Level of documentation of and preparation for project risks, assumptions and impact drivers 	<ul style="list-style-type: none"> ● Project documents ● Project staff ● Project stakeholders 	<ul style="list-style-type: none"> ● Interviews ● Desk review
<ul style="list-style-type: none"> ● What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits? 	<ul style="list-style-type: none"> ● Presence, assessment of, and preparation for expected risks, assumptions and impact drivers 	<ul style="list-style-type: none"> ● Project documents ● Project staff ● Project stakeholders 	<ul style="list-style-type: none"> ● Interviews ● Desk review
<ul style="list-style-type: none"> ● Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met? 	<ul style="list-style-type: none"> ● Actions undertaken to address key assumptions and target impact drivers 	<ul style="list-style-type: none"> ● Project documents ● Project staff ● Project stakeholders 	<ul style="list-style-type: none"> ● Interviews ● Desk review
Evaluation Criteria: Results			
<ul style="list-style-type: none"> ● Have the planned outputs been produced? Have they contributed to the project outcomes and objectives? 	<ul style="list-style-type: none"> ● Level of project implementation progress relative to expected level at current stage of implementation ● Existence of logical linkages between project outputs and outcomes/impacts 	<ul style="list-style-type: none"> ● Project documents ● Project staff ● Project stakeholders 	<ul style="list-style-type: none"> ● Interviews ● Desk review

● Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	● Existence of logical linkages between project outcomes and impacts	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review
● Are impact level results likely to be achieved? Are they likely to be at the scale sufficient to be considered Global Environmental Benefits?	● Environmental indicators ● Level of progress through the project's Theory of Change (TOC)	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review
<i>Evaluation Criteria: Sustainability</i>			
● To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	● Financial requirements for maintenance of project benefits ● Level of expected financial resources available to support maintenance of project benefits ● Potential for additional financial resources to support maintenance of project benefits	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review
● Do relevant stakeholders have or are they likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	● Level of initiative and engagement of relevant stakeholders in project activities and results	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review
● Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	● Level of technical capacity of relevant stakeholders in areas required to sustain project benefits	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review
● To what extent are the project results dependent on socio- political factors?	● Existence of socio- political risks to project benefits	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review
● To what extent are the project results dependent on issues relating to institutional frameworks and governance?	● Existence of institutional and governance risks to project benefits	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review
● Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	● Existence of environmental risks to project benefits	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review

<i>Gender equality and women's empowerment</i>			
● How did the project contribute to gender equality and women's empowerment?	● Level of progress of gender action plan and gender indicators in results framework	● Project documents ● Project staff ● Project stakeholders	● Interviews ● Desk review

<ul style="list-style-type: none"> ● In what ways did the project's gender results advance or contribute to the project's climate adaptation outcomes? 	<ul style="list-style-type: none"> ● Existence of logical linkages between gender results and project outcomes and impacts on climate change adaptation 	<ul style="list-style-type: none"> ● Project documents ● Project staff ● Project stakeholders 	<ul style="list-style-type: none"> ● Interviews ● Desk review
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<i>Cross-cutting and UNDP Mainstreaming Issues</i>			
<ul style="list-style-type: none"> ● How were effects on local populations considered in project design and implementation? 	<ul style="list-style-type: none"> ● Positive or negative effects of the project on local populations. 	<ul style="list-style-type: none"> ● Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> ● Interviews ● Desk review
<ul style="list-style-type: none"> ● What have been the main results of cross-cutting issues?* 	<ul style="list-style-type: none"> ● Effects of Rights-based approach, Capacity development, Poverty-environment nexus, Crisis prevention & recovery, DRR. 	<ul style="list-style-type: none"> ● Project documents ● Project staff ● Project stakeholders 	<ul style="list-style-type: none"> ● Interviews ● Desk review

*Additional to the cross-cutting issues treated above (climate change adaptation, gender equality)

ANNEX C. DOCUMENTS REVIEWED BY THE TE CONSULTANT

#	Item (electronic versions preferred if available)	Link to respective files/folder and comments
1	Project Identification Form (PIF)	01. Project Identification Form (PIF).pdf
2	UNDP Initiation Plan	02. UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes	03. Final UNDP-GEF Project Document with all annexes.pdf
4	CEO Endorsement Request	04. CEO Endorsement Request.pdf
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)	05. UNDP Social and Environmental Screening Procedure (SESP).pdf
6	Inception Workshop Report	06. Inception Workshop Report.pdf
7	Mid-Term Review report and management response to MTR recommendations	07. Mid-Term Review report and management response to MTR recommendations.pdf
8	All Project Implementation Reports (PIRs)	08. Project Implementation Report (PIR).pdf
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)	09. Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports	10. Oversight mission reports.pdf
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)	11. Minutes of Project Board Meetings and of other meetings
12	GEF Tracking Tools (from CEO Endorsement, and terminal stages)	12. GEF Tracking tool Initiation Plan
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only	13. CCA_Results Framework_GEF7_ PIMS 6467_9th Nov.xlsx
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	14. Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	As part of the Project Implementation Reports.
16	Audit reports	16. Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)	See Online Sources below.
18	Sample of project communications materials	18. Sample of project communications materials.pdf
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants	<p>Project Board meetings Held virtually on 2022-09-15, 2023-01-12, 2023-04-06, 2023-06-15 and was attended by Clint Bartlet and Jesper Hörnberg</p> <p>11. Minutes of Project Board Meetings and of other meetings</p> <p>Inception workshop Held on 29 Jun, 2022, 14 people attended (representatives from United Nations Development Programme, Global Resilience Partnership, Project Management Unit, Project Advisory Board, and implementing partners Near East Foundation and Lutheran World Relief/Mountain Harvest)</p> <p>06. Inception Workshop Report.pdf</p>

20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities	As part of the Project Implementation Reports.
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)	We have had costs for our consultants and partners (2022-2024): African Impact Limit EQTR AB FUTURES FORENSIC LT Verkaart Consult IMA Foundation Near Foundation
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)	To be discussed with the GRP team as part of kick off activities as some activities are still upcoming (Investor Forum during NY Climate Week 2024).
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available	Website Analytics for Terminal Evaluation 23. Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)	24. UNDP Country Programme Document (CPD) Uganda .pdf 24.UNDP Country Programme Document (CPD) South Sudan.pdf
25	List/map of project sites, highlighting suggested visits	To be discussed with the GRP team and LWR/MH team as part of kick off activities.
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted	26. List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes	27. Project deliverables that provide documentary evidence of achievement towards project outcomes

• Online sources (blogs and knowledge sharing):

1. Case study on positive social results through resilience building and access to finance (featuring Mountain Harvest and Near East Foundation) <https://drive.google.com/file/d/14WDlpIEo-2UEo9TVxn-wz2X9zDWjpY6A/view?usp=sharing>
2. Research and knowledge sharing event agendas: <https://www.globalresiliencepartnership.org/event/how-can-capital-markets-contribute-to-creating-more-resilient-societies-and-systems/>
3. African Business <https://african.business/2023/03/resources/ugandas-high-end-coffee-seeks-markets-global-and-local2>
4. Zenger News <https://www.zenger.news/2023/02/24/ugandas-coffee-industry-is-growing-rapidly-farmers-are-determined-to-gain-share-of-global-market/>
5. The Cooperator News <https://thecooperator.news/drop-in-coffee-growing-in-africa-expected-as-temperatures-rise/>
6. The Daily Monitor <https://www.monitor.co.ug/uganda/magazines/farming/african-traders-eager-to-add-value-to-coffee--4120032>
7. The Westside Gazette <https://thewestsidegazette.com/ugandas-coffee-industry-is-growing-rapidly-farmers-are-determined-to-gain-share-of-global-market/>
8. Tea and Coffee Blog <https://www.teaandcoffee.net/blog/31428/uganda-is-working-to-raise-its-reputation-and-exports-in-coffee/>
9. GRP blog on success story: <https://www.globalresiliencepartnership.org/inclusive-finance-and-community-driven-solutions-play-a-vital-role-in-sudan/>
10. Challenging established practices in the coffee industry, 1 March 2023, <https://www.globalresiliencepartnership.org/challenging-established-practices-in-the-coffee-industry/>
11. Research and knowledge sharing event agendas: How can capital markets contribute to creating more resilient societies and systems? <https://www.globalresiliencepartnership.org/event/how-can-capital-markets-contribute-to-creating-more-resilient-societies-and-systems>
12. How the Tools of Impact Investing Can Undermine Resilience in the Global South (Interview with Clint Bartlett and Professor Todd Cort on 20 February 2023 in Ideas from the Yale School of Management - Management in Practice) https://insights.som.yale.edu/insights/how-the-tools-of-impact-investing-can-undermine-resilience-in-the-global-south?utm_source=YaleToday&utm_medium=Email&utm_campaign=YT_YaleToday-Staff_2-28-2023
13. Uganda's high-end coffee seeks markets global and local <https://african.business/2023/03/resources/ugandas-high-end-coffee-seeks-markets-global-and-local>
14. Uganda is working to raise its reputation – and exports – in coffee <https://www.teaandcoffee.net/blog/31428/uganda-is-working-to-raise-its-reputation-and-exports-in-coffee/>
15. LinkedIn post: <https://www.linkedin.com/feed/update/urn:li:activity:7174393936705130498>
16. LinkedIn post: <https://www.linkedin.com/feed/update/urn:li:activity:7171821631739269122>
17. LinkedIn post: [https://www.linkedin.com/feed/update/urn:li:activity:7151804863390121984?updateEntityUrn=urn:li:fs_feedUpdate:\(V2,urn:li:activity:7151804863390121984\)](https://www.linkedin.com/feed/update/urn:li:activity:7151804863390121984?updateEntityUrn=urn:li:fs_feedUpdate:(V2,urn:li:activity:7151804863390121984))
18. Learning brief: Fostering Localization And Supporting Nexus Programming In Times Of Crisis: https://drive.google.com/file/d/10wL9gNEs9YBLMmIX2jm_VLQXiMmJpC6-/view?usp=share_link

ANNEX D. STAKEHOLDER LIST – PERSONS INTERVIEWED

The stakeholder list with names was presented to the contracting unit. Due to European General Data Protection Regulations (GDPR) the names are not included in this final version of the report, and replaced with number of male and female interviewees for each organisation.

Organisation	Gender
Global Resilience Partnership (GRP)	3 Female, 2 Male
GRP/SRC	1 Female
UNDP	2 Male
Near East Foundation	4 Male
Mountain Harvest	5 Female, 4 Male
NARO, under Ministry of Agriculture	1 Male
Uganda Coffee Development Authority (UCDA)	1 Male
Local Government, Sub-country level	1 Female
Bududu Local Government	1 Male
Total interviews (not communities)	10 Female, 15 Male
Bududu Community	16 Female, 11 Male
Bubungi Community	5 Female, 12, Male
Sipi Community	7 Female, 6 Male
Chebonet Community	5 Female, 5 Male
Total for 4 communities	33 Female, 34 Male
TOTAL	43 Female, 49 Male

ANNEX E. MISSION PLAN

The following draft plan is not very detailed and would be developed based on more information especially from local partners. The complete mission program carried out will be included in the Terminal Evaluation Report.

Date	Time	Place	Activity
13.08.24	09.05	Entebbe airport, Uganda	Arrival
13.08.24	10.00-16.00	Entebbe – Kampala – Mbale	Travel from Entebbe to Mount Elgon hotel, Mount Elgon National Park, Mbale
13.08.24	17.00-18.00	Mount Elgon hotel, Embale	Kick-off meeting to go through updated mission program
14.08.24	09.00-12.30	Mountain Harvest, Mbale	Meeting with Managing Director Kenneth Barigye and Chief Financial Officer of the firm Mountain Harvest
14.08.24	12.30-13.30	Mbale	Lunch break
14.08.24	13.30-17.00	Mountain Harvest, Mbale	Meeting with the project team: Nancy Akello, Agnes Kemigisha, Michael, Mercy
15.08.24	09.00-17.00	Mbale	Meeting with District Government Officers
15.08.24	12.30-13.30	Mbale	Lunch break
15.08.24	13.30-17.00	Mbale	Meetings with local partners (firms, NGOs, projects)
16.08.24	09.00-17.00	Mbale	Field trip – visit to farmer groups
17.08.24	09.00-17.00	Mbale	Field trip – visit to farmer groups
18.08.24	09.00-15.00	Mbale – Kampala - Entebbe	Travel from hotel to Entebbe airport
18.08.24	20.50	Entebbe airport	Flight leaves 20.50

ANNEX F. EVALUATION RATINGS TABLE

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	4 (MS)
M&E Plan Implementation	5 (S)
Overall Quality of M&E	4.5 (MS-S)
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	5 (S)
Quality of Implementing Partner Execution	5 (S)
Overall quality of Implementation/Execution	5 (S)
Assessment of Outcomes	Rating
Relevance	5 (S)
Coherence	4 (MS)
Effectiveness	5 (S)
Efficiency	6 (HS)
Overall Project Outcome Rating	5 (S)
Sustainability	Rating
Financial resources	6 (HL)
Socio-political/economic	4 (ML)
Institutional framework and governance	5 (L)
Environmental	5 (L)
Overall Likelihood of Sustainability	5 (L)

¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance, Coherence are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 6-point scale: 6=Highly Likely (HL), 5=Likely (L), 4=Moderately Likely (ML), 3=Moderately Unlikely (MU), 2=Unlikely (U), 1=Highly Unlikely (HU)

ANNEX G. RATING SCALES

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained



2024-05-23

Dnr SU481-0037-24

Terminal Evaluation (TE) Terms of Reference (ToR) for ‘Resilience for Peace & Stability, Food and Water Security Innovation Grant Program

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled ‘Resilience for Peace & Stability, Food and Water Security Innovation Grant Program’ (PIMS #6467) implemented through the Global Resilience Partnership (GRP).

The project started on 10 June 2022 and is in its second year of implementation. The TE process must follow the guidance outlined in the document [‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’](#) and the [‘GEF’s Guidelines for Conducting Terminal Evaluations of Full-Size Projects \(2023\)’](#)



PROJECT BACKGROUND AND CONTEXT

Countries: Sudan, Uganda	Implementing Partner (GEF Executing Entity): <i>Global Resilience Partnership</i>	Key stakeholders:
Grand-Total Project Financing: <i>1,811,178 USD</i>	Total budget administered by UNDP: <i>1,000,228 USD</i>	Planned co-financing: <i>810,950 USD</i>
Project duration in months: 30 months		

Project description: Resilience for Peace & Stability, Food and Water Security Innovation Grant Program is one of the nine winners of the [GEF Challenge Fund in 2019](#). The accredited entity UNDP and the project implementing partner Global Resilience Partnership (under Stockholm University) aimed to study, invest in, and scale-up early stage innovations that hold the greatest promise of delivering resilience outcomes that promote peace and stability in fragile and conflict-prone regions with high vulnerability to climate change in the least developed countries.

The project firstly assessed potential innovations and investments for enterprise-based models to strengthen resilience in fragile and conflict-prone regions with high vulnerability to climate change and identify key thematic areas of investment and financing for enterprise-development for adaptation in the context of conflict-prone and fragile regions with high vulnerability to climate change. With a better understanding of the investment landscape, the project then provided acceleration grant investments to local actors with innovative enterprise-based solutions to deliver resilience outcomes that promote peace and stability in conflict-prone and fragile regions with high vulnerability to climate change.

The local organizations entered into a global competitive process to determine the most innovative/impactful solutions of this development challenge. To ensure the project grantees received sufficient support and capacity building, the implementing partner GRP and UNDP provided customized technical training, business development and investment brokering & matchmaking to identify post-project scale-up capital. Lastly, the project aimed to develop lessons learned documents, guidance and toolkits on effective and efficient adaptation solutions in fragile regions with high vulnerability to climate change and provide M&E for all grantees. These lessons learned have been shared through high-level global events such as Climate Adaptation Summit, Gobeshona Global Conference and the knowledge contributed towards the Global Commission on Adaptation under the locally-led action track.

Critical factors that have a direct bearing on the evaluation:

National and regional factors such as political unrest and the outbreak of war in Sudan, as well as a suspected outbreak of Ebola in central Africa, as well as international factors such as an increase in conflicts, post-Covid recovery, high inflation and economic uncertainty have all posed challenges to the projects supported through the present funding. As the nature of the overall GEF funded programme is to work in fragile countries, the evaluation should explore how such external factors influence coping, adapting, and transforming capabilities, as well as to help identify any lessons learnt regarding how to best respond in complex and uncertain contexts and the potential benefits and limitations of taking a resilience approach.

TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments. The aim of the TE is that, through building and sharing evidence and learning, we will understand if and how the programme has had a transformational and sustainable impact, and use that understanding to further improve resilience outcomes more widely.

The aim of the TE is to learn about not only what has worked, but also what has not worked, why and how, and to pull that information together to identify key functions of a successful approach to increasing resilience. This information can then be fed back into projects, as well as into the wider resilience community. We are particularly keen to learn about:

Whether the innovative finance mechanisms enhance adaptation practices to strengthen climate resilience in fragile and conflict-prone regions; and

What did we learn about operating and building resilience in fragile and conflict-prone regions?

The TE should seek to clarify the assumptions made in relation to the link between action and change. These should be divided into internal assumptions (could be influenced by the project) and external assumptions (could not be influenced by the project). This will enable a reflection on the assumptions that are often implicit in project designs, as well as ‘how’ and ‘why’ innovation contributes to resilience.



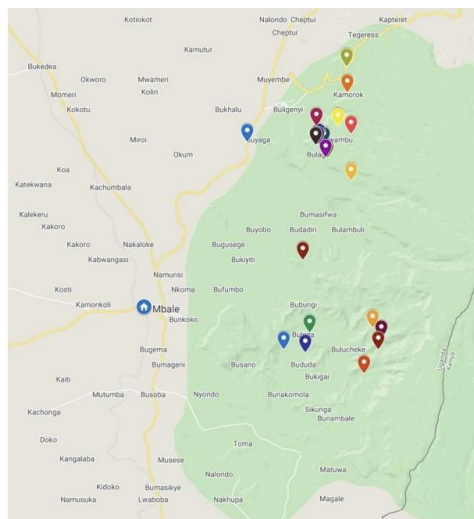
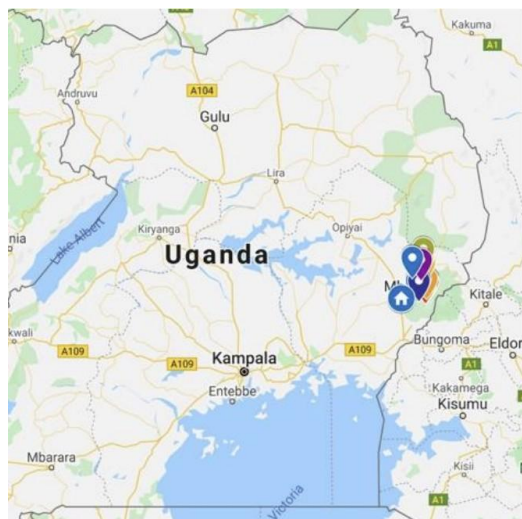
TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline GEF focal area Core Indicators submitted to the GEF at the CEO endorsement and the terminal Core Indicators that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP, the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs. Additionally, the TE team is expected to conduct field missions to *Uganda*, including the following project sites *on Mount Elgon, East Uganda*.



The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the [Guidance for TEs of UNDP-supported GEF-financed Projects](#).

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.



The asterisk “(*)” indicates criteria for which a rating is required.

Findings

Project Design/Formulation

National priorities and country driven-ness

Theory of Change

Gender equality and women’s empowerment

Social and Environmental Standards (Safeguards)

Analysis of Results Framework: project logic and strategy, indicators

Assumptions and Risks

Lessons from other relevant projects (e.g. same focal area) incorporated into project design

Planned stakeholder participation

Linkages between project and other interventions within the sector

Management arrangements

Project Implementation

Adaptive management (changes to the project design and project outputs during implementation)

Actual stakeholder participation and partnership arrangements

Project Finance and Co-finance

Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)

Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)

Risk Management, including Social and Environmental Standards (Safeguards)

Project Results

Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

Relevance (*), Coherence (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)



Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)

Country ownership

Gender equality and women's empowerment

Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)

GEF Additionality

Catalytic Role / Replication Effect

Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment. Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the

TE team should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for the *Resilience for Peace & Stability, Food and Water Security Innovation Grant Program*

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Coherence	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance, Coherence are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU).

Sustainability is rated on a 6-point scale: 6=Highly Likely (HL), 5=Likely (L), 4=Moderately Likely (ML), 3=Moderately Unlikely (MU), 2=Unlikely (U), 1=Highly Unlikely (HU)

TIMEFRAME

The total duration of the TE will be approximately **25 working days**, to be undertaken during July – 18 December 2024. The tentative TE timeframe is as follows:

Timeframe	Activity
	Application closes
<i>Within 5 working days</i>	Selection of TE team
<i>Within 5 working days</i>	Preparation period for TE team (handover of documentation)
<i>Within 5 working days</i>	Document review and preparation of TE Inception Report
<i>Within 10 working days</i>	Finalization and Validation of TE Inception Report; latest start of TE mission
<i>Within 20 working days</i>	TE mission: stakeholder meetings, interviews, field visits, etc.
	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
	Preparation of draft TE report
<i>Within 10 working days from mission wrap-up</i>	Circulation of draft TE report for comments
<i>Within 5 working days from circulation of draft TE</i>	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
<i>Within 15 days from circulation of finalized TE report</i>	Preparation and Issuance of Management Response
<i>Within 5 working days of management response</i>	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission (July 15, 2024)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission (August 15, 2024)	TE team presents to Commissioning Unit and project management

3	Draft TE Report	Full draft report <i>(using guidelines on report content in ToR Annex C)</i> with annexes	Within 3 weeks of end of TE mission (September 7, 2024)	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report <i>(See template in ToR Annex H)</i>	Within 1 week of receiving comments on draft report (September 18, 2024)	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²

Assessment and Criteria:

TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is *Global Resilience Partnership*.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

TE TEAM COMPOSITION

A team of *one independent evaluator* will conduct the TE – *one team expert with experience and exposure to projects and evaluations in the region and/or implementation countries*. The evaluator will *be responsible for the overall design and writing of the TE report, manage the overall timeline and be accountable for the timely submission of high*

² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>



quality deliverables, as well as providing overall project management to the TE process, such as providing logistical support for site visit(s).

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

Evaluator

Education

Master's degree in development economics, climate adaptation and resilience, or other closely related fields;

Experience

Relevant experience with results-based management evaluation methodologies;

Experience applying SMART indicators and reconstructing or validating baseline scenarios;

Competence in adaptive management;

Experience in evaluating projects;

Experience working in East Africa and/or Sudan and Uganda;

Experience in relevant technical areas for at least 10 years;

Demonstrated understanding of issues related to gender and experience in gender responsive evaluation and analysis;

Excellent communication skills;

Demonstrable analytical skills;

Project evaluation/review experience within the United Nations system will be considered an asset.

Language

Fluency in written and spoken English.

EVALUATOR ETHICS



The evaluator will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

PAYMENT SCHEDULE

20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit

40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit

40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%³:

The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.

The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).

The Audit Trail includes responses to and justification for each comment listed.

APPLICATION PROCESS

³ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the UNDP Regional M&E Advisor and UNDP Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters.

Recommended Presentation of Proposal:

CV;

Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment (including relevant track record and examples of similar assignments), and a proposed methodology on how they will approach and complete the assignment; (max 2 pages);

Financial Proposal that indicates the all-inclusive fixed total contract price, day rate, and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs.

Tax Registration certificate including organization number or similar.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score will be awarded the contract.

TOR ANNEXES

ToR Annex A: Project Logical/Results Framework

ToR Annex B: Project Information Package to be reviewed by TE team

ToR Annex C: Content of the TE report

ToR Annex D: Evaluation Criteria Matrix template

ToR Annex E: UNEG Code of Conduct for Evaluators

ToR Annex F: TE Rating Scales

ToR Annex G: TE Report Clearance Form

ToR Annex H: TE Audit Trail

ANNEX I. SERVICE PROVIDER STATEMENT OF COMMITMENT**Service provision reference:****Object of the Contract:**

I hereby declare that I am aware and full committed to not engage in any conduct associated with sexual exploitation and abuse, discrimination or harassment, whether sexual or gender-related, as well as with physical abuse, abuse of authority or verbal abuse in the provision of the service in any work or intellectual production environment.

I declare that I am not personally or in any branches (if any), subsidiaries or affiliated entities (if any) engaged in any practice inconsistent with the criteria set forth The International Convention on the Child's Rights which sets out the enshrined principles as to the right to life, liberty, the obligations of parents, society and the state towards children and adolescents.

I further agree that any breach of any rule will constitute a serious violation and that – in addition to other legal rights and provisions available to any person or institution – this will serve as grounds for termination with the consequent extinction of any link related to service provision.

I also understand that nothing in these terms shall limit the right of UNDP to bring such a breach of the rules of conduct to the knowledge of authorities.

Name: Trond Norheim

Signature:



Title: International Consultant

ID Number: 3083229

Date: 08-07-2024

ANNEX J. UNEG Code of Conduct for Evaluators/Consultants¹

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings, and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing, or advising on the project being evaluated.

MTR Consultant Agreement Form

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

Name of Consultant: Trond Norheim

Name of Consultancy Organization (where relevant):
DIMES-Global AS

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Tårnåsen, Norway (Place) on 08-07-2024



Signature:

¹ <http://www.unevaluation.org/document/detail/100>

ANNEX K. SIGNED MID-TERM REVIEW REPORT

October 9, 2024

A handwritten signature in blue ink, appearing to read "Trond Norheim". The signature is fluid and cursive, with the first name "Trond" and last name "Norheim" clearly distinguishable.

Trond Norheim
Evaluator
trondn@dimes-global.com

ANNEX L

Audit trail from received comments on draft MTR report (Annexed in a separate file)

ANNEX M. UNDP CLEARANCE

(PENDING)