**INTERIM EVALUATION REPORT**

**For the UNDP/GCF/MWE Project**

**“Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711/FP034)”**

**Final Version**

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**Kampala, Uganda**

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# Acronyms and Abbreviations

|  |  |
| --- | --- |
| APR | Annual Performance Report |
| AWLS | Automatic Water Level Station |
| AWP | Annual Work Plan |
| AWS | Automatic Weather Station |
| CO | Country Office |
| NGO | Non-Government Organization |
| FAA | GCF Funded Activity Agreement |
| GCF | Green Climate Fund |
| GEF | Global Environment Facility |
| GIS | Geographic Information System |
| GoU | Government of Uganda |
| GRM | Grievance Redress Mechanism |
| IE | Interim Evaluation |
| LDG | Local District Government |
| MAAIF | Ministry of Agriculture, Animal Industry and Fisheries |
| M&E | Monitoring and Evaluation |
| MTR | Mid-Term Review |
| MWE | Ministry of Water and Environment |
| PMU | Project Management Unit |
| PRF | Project Results Framework |
| RBM | Results-Based Management |
| ROTI | Review of Outcomes to Impacts |
| SDG | Sustainable Development Goal |
| SMART | Specific, Measurable, Achievable, Relevant, and Time-bound |
| TOC | Theory of Change |
| UNDP | United Nations Development Programme |
| UNMA | Uganda National Meteorological Authority |
| WMD | Wetlands Management Department |

# Project Information Table

|  |  |
| --- | --- |
| **Project Title:** GoU/GCF/UNDP Project “Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project” | |
| **GCF Project ID:** | FP034 |
| **UNDP ID (PIMS #)** | 5711 |
| **Country:** | Uganda |
| **Region:** | Africa |
| **Date of Board approval - Board Meeting Number:** | 14/12/2016- B.15 |
| **Accredited Entity:** | UNDP |
| **Executing Entity(ies):** | Ministry of Water and Environment |
| **Implementation Period:** | 30/6/2017 - 30/6/2025 |
| **Current year of Implementation:** | Year 4 |
| **Total Project Budget:** | USD 44,262,160 |
| **Total amount of GCF Proceeds Approved:** | USD 24,140,160 |

# Executive Summary

## Project Description

The Government of Uganda’s (GoU), the United Nations Development Programme (UNDP) supported, Green Climate Fund (GCF) financed project “Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711)” is implemented by the Ministry of Water and Environment (MWE) in partnership with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and Uganda National Meteorological Authority (UNMA). The project is supported by GoU, GCF, and UNDP. Some NGOs like IUCN, Environmental Alert and private sector (e.g., FIT Uganda) are involved for implementation of particular project activities. The project is supported by GCF, UNDP and Government of Uganda (GoU). The total project budget is US$ 44,262,160, including GCF Grant – US$ 24,140,160, UNDP co-financing – US $2,000,000, and the Government of Uganda (GoU) co-financing – US$ 18, 122,000. The project implementation period is September 2017 – September 2025 (8 years). The project is implemented in two regions of Uganda – South-West and East – and includes 24 districts.

The project Objective is - to restore and sustainably manage wetlands and associated catchments, and support target communities in wetland areas of Uganda to reduce the risks of climate change posed to agricultural-based livelihoods. The Objective is going to be achieved through delivery of three project Outputs:

* **Output 1.** Restoration and management of wetland hydrology and associated catchments;
* **Output 2.** Improved agricultural practices and alternative livelihood options in the wetland catchment;
* **Output 3.** Strengthening access to climate and early warning information to farmers and other target communities to support wetland management.

The project was started on 30th June 2017, though full implementation commenced in November 2017, and is currently in its fourth year of implementation.

## IE Ratings & Achievement Summary Table

|  |  |  |
| --- | --- | --- |
| **IE Criteria** | **IE Rating** | **Comments** |
| **Project Strategy** | **MS** | The project is designed to address a set of specific climate and non-climate threats for Uganda wetlands and communities, with the most important threat being *Conversion of wetlands to agriculture, settlements, and other developments,* as the rate of wetland conversion in Uganda is very high. During the project development at least 277 stakeholders were consulted at national and local levels, plus the project was also based on the previous consultations completed in the frameworks of COBWEB and JICA projects in the same districts. The project wetlands/catchments restoration and beneficiaries targets look very ambitious in comparison with area of wetlands restored in Uganda in 2014-2018. There are no specific budgets developed for each project Activity and budget notes do not explain what Activities are associated with each budget line. The PRF Indicators are not completely SMART and redundant. |
| **Relevance** | **HS** | The project is highly relevant to Uganda’s national priorities in wetland conservation and adaptation to climate change, and fully consistent with GCF and UNDP priorities and the Ramsar Convention global goals. Project strategies are fully relevant to address climate and non-climate threats to Uganda’s wetlands and communities. However, in some cases, they do not fully address low monetary value of wetland raw materials for local communities compared to high value agricultural crops produced in the wetlands. |
| **Effectiveness** | **MU** | The project implementation effectiveness is not sufficient yet and full achievement of the project Outcomes[[1]](#footnote-1) as stated in the PRF is unlikely if the project implementation does not change considerably. Thus, Outcome 1 is likely to be achieved by 70% for wetlands and 20% of catchments by 2025; Outcome 2 - by 10% for climate-resilient households and 0.5% for area of climate-smart agriculture; Outcome 3 - by 2%. Given the rate of wetland conversion in Uganda of 294-805 km²/year[[2]](#footnote-2)(1994-2015) the project efforts are currently unlikely to influence the conversion rate significantly[[3]](#footnote-3), without overcoming the project current implementation issues. |
| **Efficiency** | **MU** | The project Output delivery is only 33% of planned by the Mid-Term, So, all Outputs, except Output 3 (that is also behind the planned delivery value) are currently not on the target to be achieved. Actual expenses to deliver the project Outputs are significantly lower than the amount that was planned in AWPs 2017-2021 and consistent with the Output delivery: 36% - for Output 1, 27% - for Output 2, and 27% - for Output 3 If the project continues without significant management changes it is projected to be completed only in 2033. |
| **Progress towards Results** | **MU** | The project had relatively long preparation period: the years of 2017, 2018, and partially 2019 were mainly used for some preparatory activities to deliver the project Outputs. In 2020-2021 the project implementation was significantly slowed down by COVID-19 pandemic and related restriction. The key barriers for the project implementation have been identified as the following: (1) regular delays in release of the project funds; (2) lack of strong coordination between UNDP, MWE, MAAIF, and UNMA to deliver the project Outputs; (3) insufficient understanding of and trust to the project by local communities; (4) insufficient efforts for restoration of wetland catchments; (5) COVID-19 pandemic restrictions in 2020-2021; and (6) Extreme Climate Events (e.g., floods). |
| Output 1 Delivery | **MU** | Output 1 delivery is only 27% of planned by the Mid-Term |
| Output 2 Delivery | **MU** | Output 2 delivery is only 16% of planned by the Mid-Term |
| Output 3 Delivery | **MU** | Output 3 delivery is only 57% of planned by the Mid-Term |
| **Project Implementation and Adaptive Management** | **MS** | The project has a relatively strong project management arrangements with highly representative PSC (17 members), well-developed PMU (12 employees), and TWG (52 members), and three Responsible Parties – WMD/MWE, MAAIF, and UNMA. LDGs and some NGOs are involved in implementation of the project activities as partners. However, collaboration between the PMU, RPs and UNDP is not yet effective and that leads to regular prolonged approval of the project AWPs and disbursement of funds to the PMU and RPs for implementation. The project multi-year plan and AWPs are not detailed enough to allow effective implementation of project activities in the project districts and do not address all UNDP requirements. That results in long AWP approval process by UNDP and regular loss of Q1, Q2 (and sometimes Q4) for the project implementation. Total project expenses of GCF funds for 2017-2021(Q1&Q2) so far are only 31% of the amount planned for the same period in the AWPs. Difference between the date the funds are requested by the RPs and the date the funds are received from UNDP is sometimes as much as 55-77 days (2019 and 2020). Additionally, MAAIF and UNMA receive funding 3-4 months later than MWE, and that does not allow simultaneous delivery of Outputs 1-3 (2018, 2019, 2020). In 2020 the RPs received from UNDP only 50% of requested funding. Overall community engagement in the project activities is only ~25% of total planned community members involvement in 2017-2020. |
| **Sustainability** | **ML** | Financial sustainability is ML; Socio-economic sustainability – MU; Institutional and governance sustainability – L; and Environmental Sustainability – ML. There are some socio-economic risks for sustainability of Output 1 and 2: the probability is still high that local people come back to restored wetlands and convert them to agriculture again in absence of sufficient alternative livelihood options, strong law enforcement and direct compensation from the GoU. |
| **Country Ownership** | **S** | The ownership of the project is high at the level of national government (including the President), but the ownership decreases to LDG and community level, especially in Eastern Uganda due to lack of sustainbale and sufficient benefits. Involvement of LDGs, NGOs, and private sector in the project activities is not yet sufficient. Given regular delays in disbursement of the project funds and long (5-6 months) periods of the project inactivity, involvement of key partners, including local communiies, in the project activities is negatively affected. |
| **Gender Equity** | **S** | The project has a regularly updated Gender Mainstreaming Plan. In 2017-2018 total sums of women and men involved in different project activities are 16,216 (39%) and 25,886 (61%) respectively. However, in 2018-2020 percentage of women participated in the project activities increased from 36% to 39%. The project management bodies – PMU and PSC - are strongly dominated by males with percentage of females of 27% and 18% respectively. The project budget does not have allocation for specific gender mainstreaming activities. |
| **Innovativeness** | **S** | Climate Change Early Warning System that is under development under Output 3 is innovative for Uganda approach to generate weather forecasts and broadcast them among stakeholders through different communication channels. Additionally, new climate-smart agriculture and sustainable livelihood options provided by the project to local communities (e.g., irrigation farming, upland rice farming, fish ponds and bee hives) can be called innovative at local level. |
| **Unexpected Results** | **MS** | In 2017-2021 the project had a number of “positive” and “negative” unexpected results. Some “negative” results have never been reported by the PMU and were discovered by the IE team during the field trip. |
| **Replication and Scalability** | **S** | Lessons generated by the project are mainly managerial, but not technical. Nevertheless, some of the project successful practices were replicated by local communities without the project support. Additionally, one of the project best practices (Limoto wetland sustainable management) was selected by GoU to prioritize and scale up in its third National Development Plan. Potential applicability and scalability of the project lessons and best practices in Uganda and abroad are high, however, they need to be formulated with more details to ensure their successful application. |

## Summary of Conclusions and Recommendations

This section contains a brief summary of the IE conclusions and recommendations (see all details in the section “Conclusions and Recommendations”[[4]](#footnote-4))

**Conclusion 4.1.** **The project PRF Indicators are not fully SMART, repetitive, and sometimes have very ambitious targets, that makes project planning, reporting, implementation and M&E complicated.**

**Recommendation 4.1**.**1**. The IE Team recommend to make recommended edits to the project indicators and targets in the PRF in accordance with updated project ToC (Annex 2), if GCF approves the changes. Additionally, it is recommended to develop a set of indicators for each project Activity (2-4 indicators for each Activity) and define their end of the project values consistent with updated project Outputs values. In this way the PMU will have clear understanding how each project Activity contributes to the project Outputs. It is recommended to the PMU to discuss the suggested changes with UNDP and GCF and make all the changes in October 2021.

**Conclusion 4.2. Delivery of the project Outputs to achieve the expected Outcomes is delayed and need to be improved. The project can be put on track to deliver the Output targets with some suggested adjustments**

**Recommendation 4.2.1**. The PMU and UNDP should submit a request to the GCF for the project extension for **2 additional years** (until 2027) without increasing the project budget due to COVID-19 pandemic and restrictions, and dramatic flooding in 2020-2021.

**Recommendation 4.2.2**. The PMU, MWE, MAAIF, and UNMA should update the multi-year project plan until 2025 (or until 2027 if the project extension is granted) and downscale it to the project districts, which will strengthen achievement of coordinated project implementation by the districts sharing same wetlands.

**Recommendation 4.2.3**. By September 20 2021 and each following year UNDP CO should provide clear requirements/check-list to the PMU, MWE, MAAIF, and UNMA on annual planning and reporting based on analysis of previous issues in the APRs and AWPs.

**Recommendation 4.2.4**. By October 30 2021 and each following year the PMU should produce an AWP for next year based on UNDP CO requirements. Each AWP should be downscaled to the district level similar to the multi-year project plan, so that each district will have a plan for delivery of the project Activities and clear annual budget for the project implementation.

**Recommendation 4.2.5**. By November 15 2021 and each following year the PMU and UNDP CO should have a technical in-person meeting (3-4 days) with all necessary staff present to review and if necessary correct the AWP and complete clearance process of AWP by UNDP CO, before the AWP is submitted to PSC for approval. By November 30 2021 and each following year the PMU should organize a PSC meeting and approve AWP cleared by UNDP CO. By December 5 2021 and each following year UNDP CO should submit the AWP to UNDP GSSU for review and clearance with expectation to receive funds form GSSU by January 15 2020 and each following year. By February 1 2022 and each following year UNDP CO should provides the funds to MWE, MAAIF, and UNMA or directly to the project partners for implementation of the Activities.

**Recommendation 4.2.6**. To fast track delivery of the project activities in 2021-2025 (or 2027 if the extension is approved) the PMU should fully involve working potential of NGOs and LDGs.

**Recommendation 4.2.7**. For effective delivery and sustainability of the Output 1 the PMU, RPs, and partners should not only demarcate the wetlands restored by the project, but ideally all target wetlands in the project districts[[5]](#footnote-5).

**Recommendation 4.2.8.** During delivery of the project Outputs the RPs – MWE, MAAIF, and UNMA should work as one team to ensure that wetland restoration and climate-smart livelihood activities are implemented simultaneously and communities do not wait for a long time for alternative livelihood options after they have vacated the wetlands.

**Recommendation 4.2.9**. For delivery of the Outcome 2 the IE team suggests a specific set of the following recommendations: prioritize quality over quantity of provided livelihood options to make sure they are sufficient, sustainable, and accompanied with enough capacity building; exercise a due diligence to select credible local private sector entities in the districts to supply inputs such as seeds, feeds, pesticides, fertilizers, beehives; multiply a few successful livelihood options and avoid unsuccessful ones; pay more attention for development of alternative livelihood options in Eastern Uganda where the main income of local communities is generated from rice farming in wetland; explore and use potential of existing vocational training centers in Uganda instead of establishment of new job training centers; develop partnerships with FAO, IUCN, World Vision and other organizations to fast track delivery of sustainbale livelihood options to local communities.

**Conclusion 4.3**. **The project has relatively strong project management arrangements. However, the process management is currently insufficient to ensure full delivery of the project Outputs in the remaining time and needs to be improved** (please, see section 3.4. Project Implementation and Adaptive Management for details).

See Recommendations 4.2.1- 4.2.8. Additional recommendations are provided below:

**Recommendation 4.3.1.** Similarly to the project planning, project annual and quarterly reporting should be more detailed with explanation of what was achieved in each of the project districts and detailed description of the project expenses against each activity[[6]](#footnote-6).

**Recommendation 4.3.2.** To effectivelyfast-track theproject implementation it is recommendedthat PMU employees seconded from the GoU should work full time for the project in 2021-2025 (or 2027) and should be freed from other responsibilities at their agencies. If this is not possible, consider hiring additional staff to the PMU to coordinate and ensure delivery of Outputs 1-3 on full time basis.

**Recommendation 4.3.3.** The PMU and RPs (MWE, MAAIF, UNMA) should organize quarterly field monitoring trips to the project sites and project districts. Output 2 requires even more intensive monitoring to timely detect any problems with provided livelihood options and implement timely corrective measures.

**Recommendation 4.3.4**. The PMU, RPs, UNDP CO and partners should organize quarterly lessons learning sessions to discuss what works, what do not work, and why.

**Conclusion 4.4. Despite the well-articulated project Gender Mainstreaming Plan no budget is allocated for specific gender mainstreaming activities.**

**Recommendation 4.1.** The PMU should allocate a budget for specific gender mainstreaming activities, especially under Output 2, to ensure that women, youth, poor and disabled people can fully participate and benefit from the project activities and livelihood options provided by the project, including irrigation farming schemes. Specifically, the following gender mainstreaming activities are recommended for consideration by the PMU and RPs and inclusion in the AWPs with specific budget (see Conclusions and Recommendation section for details):

• Annual trainings and refreshers on gender mainstreaming for RPs and LDGs;

• Annual GBV prevention initiatives (trainings, community dialogues, monitoring and follow up meetings, workshops on referral pathway synergies, etc.);

• Gender survey on how women benefit from the livelihood options provided, what options the most beneficial for women, and what options do not produce GBV;

**•** Specific climate-smart farming and vocational trainings and livelihood options for local women and women groups should be provided in project districts via NGOs that target gender issues;

**•** The PMU should explore viability and potentially implement revolving and micro-loan funds activities mentioned in the GCF proposals;

**Recommendation 4.2.** The PMU should operationalize GRM in the project districts in 2021. It looks like the GRM structure is already in place but it is not yet functional. Local women and other vulnerable groups should be aware of the GRM and know how to submit grievances.

# Introduction

The Government of Uganda’s, the United Nations Development Programme (UNDP) supported, Green Climate Fund (GCF) financed project “Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711)” is implemented by the Ministry of Water and Environment (MWE) in partnership with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and Uganda National Meteorological Authority (UNMA). The project is supported by GoU, GCF, and UNDP. The project objective is - to restore and sustainably manage wetlands and support target communities in wetland areas of Uganda to reduce the risks of climate change posed to agricultural-based livelihoods.

The project was started on 30th June 2017, though full implementation commenced in November 2017, and is currently in its fourth year of implementation, with planned completion in September 2025. Project activities are implemented in 24 districts of Eastern and South Western Uganda.

In March 2021 UNDP-Uganda initiated an Interim Evaluation (IE) of the project in accordance with the draft GCF Evaluation Policy (GCF 2021), GCF Terms of Reference of the Independent Evaluation Unit (2018), and Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (UNDP 2014). To perform the IE, UNDP contracted Dr. Mikhail Paltsyn, International Consultant, and Dr. John Wasige, National Consultant. This IE Report represents key findings and conclusions of the evaluation team and provides recommendations for the project implementation in 2021-2025.

## Purpose of the Interim Evaluation

The purpose of the IE is to:

* assess overall performance of the UNDP/GCF/GoU project and progress towards the achievement of the project objectives and outcomes as specified in the UNDP Project Document and GCF Funded Activity Agreement (FAA); and
* assess early signs of project success, or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results;

The results of the IE are intended for use by the Project Management Team, Government of Uganda, UNDP Uganda, GCF, and other stakeholders to:

* receive objective information on actual performance of the project;
* recognize strengths and weaknesses of the project;
* improve project planning, implementation, monitoring and evaluation.

## Scope of the Interim Evaluation

Thematic scope of this IE is limited to 10 project design and implementation areas: (1) Project Strategy; (2) Relevance, Effectiveness and Efficiency; (3) Progress towards Results; (4) Implementation and Adaptive Management; (5) Sustainability; (6) Country Ownership; (7) Gender Equity; (8) Innovativeness; (9) Unexpected Results; and (10) Replication and Scalability.

Geographic scope of the IE includes 24 project districts (evaluated both remotely and through field visits): Kabale, Kisoro, Kanungu, Ntungamo, Bushenyi, Buhweju, Mitooma, Rubirizi, Sheema, Rukungiri, Rubanda, Rukiga, Budaka, Pallisa, Ngora, Bukedea, Mbale, Kaliro, Namutumba, Kibuku, Butebo, Tororo, Butaleja, and Kumi. However, only selected 13 districts were physically visited by the IE team: Kabale, Ntungamo, Kanungu, Rubirizi, Mitooma, Sheema, Namutumba, Pallisa, Budaka, Ngora, Kumi, Tororo and Butaleja.

## Methodology

The IE was conducted using comprehensive evidence-based and participatory approach built in full accordance with the *UNDP Guidance for Conducting Mid-Term Reviews*[[7]](#footnote-7)**,** ToRfor the UNDP/GCF project IE, and Results-Based Management (RBM) concept. The evaluation was based on analysis of 10 areas of the project design and implementation identified in the Scope section (see also Fig. 2).

**Inputs:**

***Activities,***

***Funding,***

***Partners***

**Outputs:**

***Project Products***

***and***

***Services***

**Outcomes:**

***Policy and Management Changes***

**Impacts:**

***Ecosystem and Community Improvements***

**What UNDP/GCF Project does:** **Results UNDP/GCF Project seeks:**

**Figure 2.** Ten UNDP/GCF Project IE criteria linked to the elements of project logic in accordance to RBM concept (Inputs, Outputs, Outcomes, and Impacts).

Approach for assessment of project IE areas is described in details below:

1. **Project Strategy**

**Analysis of the Project Design and Theory of Change**. A review of the project preparation process and design was conducted based on the Project Document and Project Results Framework using the following criteria[[8]](#footnote-8):

* incorporation of lessons learned from similar projects in the project design;
* stakeholder consultation and decision-making process, including involvement of vulnerable groups and relevant gender issues;
* realistic assessment of risks to the project and risks that can be produced by the project;
* adequacy of selection of the project sites;
* adequacy of Threats (both climate and non-climate) to Uganda wetlands and local communities addressed by the project;
* correct identification of indirect threats (immediate and root causes) and barriers for sustainable solution;
* clarity of the project Theory of Change;
* clarity of Activities and Outputs for implementation

All the criteria was rated using recommended 6 IE ratings (UNDP-GEF directorate, 2014): Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), or Highly Unsatisfactory (HU); or in case of Sustainability: Highly Likely (HL), Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), Unlikely (U), Highly Unlikely (HU).

Theory of Change (TOC) analysis of the project logic was implemented using Miradi software[[9]](#footnote-9) <https://miradi.org/> and the Review of Outcomes to Impacts (ROTI) Practitioner’s Handbook[[10]](#footnote-10). First, the Project Situation Analysis was conducted to verify logical connections between identified problems and direct threats for wetlands associated with climate change, their causes and effects, and opportunities for mitigation and solving of the problems (Annex 1. Project Situation Analysis). The following elements were verified:

* Selection of wetlands targeted by the project;
* Direct Threats for the wetlands;
* Indirect Threats (immediate and root causes) leading to the Direct Threats;
* Barriers on the way to eliminate or effectively decrease Direct and Indirect Threats for the wetlands.

Based on the situation analysis the IE consultants reviewed and constructed the Project Result Chains (logical pathways between the Project expected Outputs, Outcomes, and Impacts) (Annex 2. Updated Project Theory of Change). Based on the Result Chain analysis the consultant checked SMARTness[[11]](#footnote-11) of the Project Objective, expected Outputs and Outcomes and their Indicators. Necessary corrections of the Outcome and Output Indicators were made for the evaluation purposes.

1. **Relevance, Effectiveness and Efficiency**

The following criteria were used for assessment of the project Relevance, Effectiveness, and Efficiency:

Relevance:

* relevance of the project to country priorities in climate change adaptation and mitigation;
* relevance to GCF priorities;
* relevance to UNDP priorities;
* relevance of the project strategies to address climate and non-climate threats to Uganda wetlands.

Effectiveness:

* probability that the project strategies will achieve project Outcomes during the project lifetime;
* number and character of the most impressive project results;
* number and character of the significant project shortcomings

Efficiency:

* timeliness, quality and quantity in implementation of project Activities and delivery of planned Outputs;
* Activity costs in comparison with other similar projects;
* capacity of PMU and key partners to implement the project.

1. **Progress Toward Results**

The project progress to implement planned Activities, deliver Outputs and achieve desired Outcomes was evaluated based on the original PRF via desk analysis of the annual project reports and other documents provided by UNDP and Government of Uganda, interviews with key stakeholders, and field visit to the project areas (triangulation routine was performed to ensure credibility of the findings). As the first step of the process, the consultants performed analysis of the Output delivery based on the above data sources - each Output was rated based on the level of its actual delivery by June-July 2021 (period of the IE mission). Then ProgressTowards Results Matrix (recommended by UNDP 2014) was completed to evaluate achievement of the project Outcomes with assigning of relevant rating based on the Outcome Indicators (Achieved, On the target to be achieved, Not on target to be achieved).

As an additional tool to understand the current trend of wetland degradation in the project regions the IE team used Normalized Difference Vegetation Index (NDVI), as a proxy measure of vegetation greenness for the period 2001 – 2020 from The Terra Moderate Resolution Imaging Spectroradiometer (MODIS) Vegetation Indices (MOD13Q1) Version 6 data that are generated every 16 days at 250 meter (m) spatial resolution, as a Level 3 product (<https://lpdaac.usgs.gov/products/mod13q1v006/>) (see Annex 3. Using GIS to detect critical trajectories and map hotspots of Wetland Vegetation Health transformations under IE of the project: Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711)). The IE Team also requested the following data from WMD: (1)Wetland area of Uganda 1994, 2008, 2015, and 2020; (2) Wetland area dynamic/changes in the last 10-15 years in the project regions (by years if available); (3) Total area of wetlands restored in Uganda by WMD and other partners in 2010 – 2020 (by years); (4) Total area of wetlands restored in the GCF project regions by WMD and other partners in 2010 – 2020 (by years); (5) Total length of wetland boundaries demarcated in Uganda by WMD and other partners in 2010-2020 (by years); (6) Total length of wetland boundaries demarcated in the GCF project regions by WMD and other partners in 2010-2020 (by years); (7) Total area of wetlands (a) coded and (b) gazetted in Uganda by 2010-2020 (by years); (8) Total area of wetlands (a) coded and (b) gazetted in the GCF project regions by 2010-2020 (by years); (9) coordinates of the project wetland restoration sites. However, no data were provided by the WMD.

The IE team explored key drivers behind the project success and delays in delivery of Outputs and progress Outcomes and Impacts through meta-modeling interviews with the project management team and key stakeholders (What worked well? What did not work well? Why? What needs to be improved?) and mapped key barriers (and opportunities) to achieving the project Outcomes and Impacts.

1. **Project Implementation and Adaptive Management**

This area was evaluated on the following criteria: *management arrangements*, *work planning*, *finance and co-finance*, *coherence in climate finance delivery with other multilateral entities*, *project-level monitoring and evaluation systems*, *stakeholder engagement*, *reporting*, and *communications*. Final ratings according each criterion was summarized in the summary table (UNDP 2014) with calculation of overall rating for this area.

The following points for each criterion was used for evaluation of the project implementation and adaptive management quality:

Management arrangements

* Comparison of existing project management structure with the structure suggested in the project documents;
* Structure and functionality of the project management unit;
* Level of support of project management team from UNDP CO;
* Level of support of the project management from Ministry of Water and Environment, other government agencies, and local administrations;
* Level of support of the project management from the Project Steering Committee.

Work planning

* Actual start of the project implementation and delay issues if any (reasons for the delay);
* Quality of the annual and quarterly work/activities planning[[12]](#footnote-12);
* Quality of the PMU internal weekly/monthly planning[[13]](#footnote-13);
* Changes to the Project Results Framework and Theory of Change as a part of Adaptive Management

Finance and Co-finance

* Quality of planning of the project annual budget[[14]](#footnote-14);
* Level of financial management;
* Variance between planned and actual expenses by Outputs/Outcomes and years;
* Actual project expenses to deliver the project Outputs;
* Presence of annual audit reports;
* Changes made in the project budget as a part of Adaptive Management;
* Planned and actual co-financing commitments

Coherence in climate finance delivery with other multilateral entities

* Level of project partnership and cooperation with other climate change adaptation projects and programs in Uganda;
* Overall project impact and contribution to climate change adaptation in Uganda.

Monitoring and Evaluation System

* Planned and actual expenses for the project M&E;
* Quality of the project M&E plan and its relevance to the project Objective, Outputs, and Outcomes[[15]](#footnote-15);
* Consistency of the project M&E system with national SDGs, NDC and other national reporting systems;
* Frequency and quality of update of the project indicator values and data credibility;
* Level of use of M&E framework for the project adaptive management;
* Level of stakeholder participation in implementing the project M&E, including gender aspects;
* Quality of monitoring and management of the project risks and Environmental and Social Safeguards risks[[16]](#footnote-16);

Stakeholder Engagement

* Quality of the project stakeholder engagement strategies and activities;
* Level of local and national government participation in the project implementation;
* Level of participation of local communities and other groups in the project implementation (total number of stakeholders directly involved in the project and direct project beneficiaries);
* Presence and effectiveness of the project Grievance Redress Mechanism.

Reporting[[17]](#footnote-17)

* Presence and quality of the project Inception Report;
* Presence and quality of the project quarterly and annual reports;
* Quality of personal reporting of PMU staff, Back to the Office/Mission Reports, and Activity/Event Reports;
* Quality of reporting of project adaptive management changes;
* Validation and approval of project annual reports by the Project Steering Committee;
* Quality of documentation of lessons learned during the project implementation.

Communication

* Mechanisms of the project communications with stakeholders, including sharing lessons learned;
* Mechanisms for receiving stakeholder feedback on the project implementation;
* Presence of outreach and awareness campaigns implemented by the project;

1. **Sustainability**

Under this area the IE consultants re-evaluated the project risks identified on the project development stage and checked if the risk rating by the project management were appropriate and up to date. Evaluation of Sustainability area was conducted according the following criteria: *financial risks to sustainability*, *socio-economic risks to sustainability*, *institutional and governance risks to sustainability*, and *environmental risks to sustainability*. Overall project sustainability rating was assigned based on the UNDP recommendation to MTRs (UNDP 2014) using following points for each criterion:

Financial sustainability

* Likelihood that financial resources will be available to support the project Outputs and Outcomes after its completion;
* Level of dependence of the Outcome sustainability on external financial sources;
* Presence of mechanism to ensure financial sustainability of the project Outputs and Outcomes.

Socio-economic sustainability

* Presence and magnitude of economic and social risks for the project Outputs and Outcomes;
* Level of stakeholder ownership on the project Outputs and Outcomes in terms of economic feasibility;
* Presence of partnerships and other mechanisms to sustain the project Outputs and Outcomes.

Institutional and governance sustainability

* Presence of appropriate policies, legislation, and governance structures to support project Outputs and Outcomes;
* Capacity of institutional and governance structures to sustain the project Outcomes;
* Role of the project in establishment of appropriate policy, legislation and capacity to sustain the project results

Environmental sustainability

* Presence and severity of environmental factors, including climate change effects, that can influence sustainability of the project Outputs and Outcomes;
* Effectiveness of project strategies to address environmental risks to sustainability.

1. **Country Ownership**

* Level of involvement of government agencies and other key partners in the project development and implementation;
* Representativeness of the Project Steering Committee;
* Level of ownership and support of the project results by key government agencies, district administrations, and local communities.

1. **Gender Equity**

* Level of women/men involvement in the project development;
* Quality and regular review of the project Gender Mainstreaming Plan[[18]](#footnote-18);
* Presence of gender disaggregated indicators in the PRF;
* Quality of monitoring and mitigation of the project gender related risks;
* Level of women/men involvement in implementation of the project activities;
* Percentage of women/men among the project direct beneficiaries;
* Gender ratio in the PMU and Project Steering Committee

1. **Innovativeness**

* Number and character of innovative approaches applied by the project[[19]](#footnote-19);

1. **Unexpected Results**

* Number, character, and key drivers of the project positive or neutral unexpected results;
* Number, character, and key drivers of the project negative unexpected results;
* Quality and timeliness of monitoring, management, and reporting of the project unexpected results;

1. **Replication and Scalability**

* Key project lessons learned and shared;
* Number and character of the project best practices and lessons learned applied by other projects and programs in Uganda and abroad;
* Potential applicability and scalability of the project best practices and lessons learned in Uganda and abroad.

**Data Collection Methods:**

Initial data collection for the IE was done through **desk review and express-analysis** of available project design and reporting documents, as well as other publications (see Section IX) to assess project performance along ten evaluation criteria mentioned above before the field mission**.** Based on preliminary findings and discussion with the PMU, UNDP and GoU, a **simple stakeholder analysis** was implemented to identify and prioritize relevant staff and the most critical project partners and stakeholders for interviews and focus groups (see Annex 4. List of project stakeholders for the IE). A detailed schedule of the evaluation field mission, interviews and focus groups was completed and adjusted in communication with the project team, UNDP, and GoU (see Annex 5. IE field mission schedule).

Based on preliminary evaluation findings and list of project stakeholders, a **project evaluative matrix** was finalized (see Annex 6. IE Evaluative Matrix). The evaluation questions were discussed with the project team and key stakeholders and assigned in questionnaires designed for each category of the project stakeholders **to collect primary data for collection of preliminary findings** (Annex 7. General questionnaire for stakeholder interviews). To design interviews and collect data, the consultants used *semi-structured individual interviews and focus groups.* The consultants tried to have as many open questions as possible to allow respondents to express their opinion on the project performance. In total the evaluation team interviewed **135 people** (33 females and 102 males) through remote (via phone, Skype and Zoom) and in-person individual interviews and focus groups in Kampala and project districts[[20]](#footnote-20). To increase effectiveness of interviews and focus groups with women the IE team asked for assistance of the GCF project Gender Officer, as the IE consists of men only. The following stakeholder groups were interviewed: (a) PMU and PSC; (b) RPs and project partners involved in the project implementation (Government Agencies, LDGs, NGOs, Local Communities, Private Sector); (c) direct project beneficiaries (LDGs, Local Communities); (e) other stakeholders affected by the project in positive and negative way (e.g., Local Communities) (see Annex 8. List of stakeholders interviewed during the IE).

The National Consultant **visited 13 specially selected[[21]](#footnote-21) project districts** in two project regions (Eastern and South-Western Uganda) to obtain evidences on the project performance through interviews and focus groups with district administrations and local communities, and project sites visits. Logistics and supplies for the project district visits were provided by UNDP CO.

Along with interviewing and field visits additional data collection (**secondary data**) was conducted to verify initial findings through available publications, web-sites, and analysis of available GIS, remotely sensed, and statistics data (see Annex 9. List of documents and other sources of data used by the IE). Thus, the evaluation approach allowed data collection from different sources (documents, interviews with stakeholders, field visit, analysis of available spatial data and statistics) and **perform triangulation** of the data to support evaluation findings.

**Data Analysis**

Data collected from the project document reviews and interviews (primary data) as well as data collected from other sources (secondary data: GIS analysis, Internet, publications, other project reports, etc.) were summarized by 10 project design and implementation areas: (1) Project Strategy; (2) Relevance, Effectiveness and Efficiency; (3) Progress towards Results; (4) Implementation and Adaptive Management; (5) Sustainability; (6) Country Ownership; (7) Gender Equity; (8) Innovativeness; (9) Unexpected Results; and (10) Replication and Scalability. For each project design and implementation area the data were distributed by a set of criteria (see Section VI Methodology, and Annex 6. IE Evaluative Matrix). Based on the evaluation findings each criterion received a score from 0 to 5 (5 -Highly Satisfactory (HS), 4 - Satisfactory (S), 3 - Moderately Satisfactory (MS), 2 - Moderately Unsatisfactory (MU), 1 - Unsatisfactory (U), or 0 - Highly Unsatisfactory (HU)). Particular score for every evaluated element was supported by the evaluation judgement and appropriate evidences. IE rating for each project design and implementation area was calculated as a simple average of scores for each criterion, using scales from the UNDP Mid-Term Review Guidance (UNDP-GEF directorate, 2014). The analysis was completed with direct participation of the PMU staff and key project partners. Such criterion-based and participatory approach to the data analysis allowed to decrease evaluation bias and make the evaluation process open, objective, and supported by necessary evidences.

**Conclusions and Recommendations**

Based on evaluation findings and scores for each project design and implementation area the IE consultants generated a set of evidence-based conclusions regarding the project performance. Relevant experience from similar UNDP, GCF, GEF and other projects in Uganda and Africa (e.g., Project Terminal Reports, Evaluation Reports, and publications) was analyzed before generating recommendations to the project. That allowed the consultants to make more relevant recommendations to the project team and stakeholders supported by lessons learned from other projects. Based on the evaluation conclusions and analysis of relevant experience the consultants developed a set of specific, targeted and time-bound recommendations according to the 10 IE assessment areas to support further performance of the project. Special discussions were conducted with the project team, UNDP, and GoU to improve the project implementation in accordance with the evaluation recommendations.

## Limitations of the IE

The IE has some limitations that have to be considered while using the IE results:

* Very limited time (only 30 days), 10 evaluation areas (instead of usual four for UNDP MTR) allowed collection and analysis of a small fraction of data on the project performance only, that may be unrepresentative for some of the evaluation areas;
* Only 13 project districts out of 24 total were visited by the IE team with only a few hours spend for interviews and project sites visit in each district;
* The IE team could verify area of restored wetlands, area under climate-smart agriculture, number of fish-ponds, total number of stakeholders trained, etc. using mainly the project reports and interviews with stakeholders as the team had limited time to visit the project sites physically;
* Some stakeholders, e.g., key members of the PSC were unavailable for interviews.

# Project Description & Background Context

The Government of Uganda’s, the United Nations Development Programme (UNDP) supported, Green Climate Fund (GCF) financed project “Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711)” is implemented by the Ministry of Water and Environment (MWE) in partnership with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and Uganda National Meteorological Authority (UNMA). The project is supported by GoU, GCF, and UNDP. The total project budget is US$ 44,262,160, including GCF Grant – US$ 24,140,160, UNDP co-financing – US $2,000,000, and the Government of Uganda (GoU) co-financing – US$ 18, 122,000. The project implementation period is September 2017 – September 2025 (8 years). The project is implemented in two regions of Uganda – South-West and East – and includes 24 districts.

The project Objective is - to restore and sustainably manage wetlands and support target communities in wetland areas of Uganda to reduce the risks of climate change posed to agricultural-based livelihoods. The Objective is going to be achieved through delivery of three project Outputs:

* **Output 1.** Restoration and management of wetland hydrology and associated catchments;
* **Output 2.** Improved agricultural practices and alternative livelihood options in the wetland catchment;
* **Output 3.** Strengthening access to climate and early warning information to farmers and other target communities to support wetland management.

The project was started on 30th June 2017, though full implementation commenced in November 2017, and is currently in its fourth year of implementation.

## Development Context

“Wetlands provide many important functions to the people in Uganda, particularly with regard to food security. According to a 2013 study on the value of wetlands in Uganda, several market and non-market benefits were identified. The market benefits include water for domestic use, livestock watering, support to dry season agriculture, provision of handicrafts, building materials, and food resources such as fish, yams, vegetables, wild game, and medicine. The non-market benefits include flood control, purification of water, maintenance of the water table, microclimate moderation, and storm protection. Wetlands also serve as habitats for important flora and fauna, have aesthetic and heritage values, and contain stocks of biodiversity of potentially high pharmaceutical value. Over 80% of the people living adjacent to wetland areas in Uganda directly use wetland resources for their household food security needs.”[[22]](#footnote-22) In addition to supporting food and water security, wetlands also support income generation and employment. “Of a total population of 34 million Ugandans, it is estimated that wetlands provide about 320,000 workers with direct employment and provide subsistence employment for over 2.4 million”[[23]](#footnote-23). Uganda wetlands are considered as a national natural mechanism to address the impact of climate change on communities and livelihoods acting as a climate regulation buffer and mitigation system against extreme climate events like floods and droughts.

Over the last 25 years national wetland policies in Uganda have been very supportive to wetlands conservation and restoration. This is strongly supported by the Article 237(2) (b) of the Constitution of the Republic of Uganda (2015), which provides that Government or a local government shall hold in trust for the people and protect natural lakes, rivers, ***wetlands***, forest reserves, game reserves national parks and any land to be reserved for ecological and touristic purposes for the common good of all citizens. Subsequently the National Environment Act (NEA, 2019) prohibits the following: (a) reclamation or drainage of wetlands; (b) erection, construction, placement of any structure, on the wetland; (c) disturbance of a wetland by drilling or tunnelling, in a manner that is likely to have adverse effects on the wetland; (d) depositing in, on or under any wetland any substance in a manner that is likely to have adverse effects on the wetland. Uganda has a National Wetland Policy (1995) that sets five goals: (a) to establish the principles by which wetland resources can be optimally used now and in the future; (b) to end practices which reduce wetland productivity; (c) to maintain the biological diversity of natural or semi-natural wetlands; (d) to maintain wetland functions and values; and (e) to integrate wetland concerns into the planning and decision making of other sectors.

The Uganda National Development Plan II (2015-2020) emphasizes the preservation of wetlands as a means to attaining sustainable development. The National Development Plan III (2021-2025), among key national challenges, considers “severe reduction in the forest cover as well as wetland degradation and encroachment” and has a Climate Change, Natural Resources, Environment, and Water Management Program that “aims to stop and reverse the degradation of Water Resources, Environment, Natural Resources as well as the effects of Climate Change on economic growth and livelihood security”. The NDP III goal is to increase wetland cover in Uganda from current 10.9% to 12% by 2025 and 13% - by 2040. To achieve this goal, the Wetlands Management Department (WMD) of MWE has implemented the National Wetland Project with the objective of supporting activities aimed at conserving wetlands, including strengthening legislation. The Uganda’s National Adaptation Plan for the Agricultural Sector (NAP-Ag, 2018) under Action 4: Promotes appropriate forest and ecosystem management practices to increase the resilience of agrarian communities to the impacts of a changing climate has an action 8 to “scale up and strengthen wetland conservation and restoration of degraded wetlands, lakeshores, riverbanks…”. Uganda’s Intended Nationally Determined Contribution (INDC, 2015) targets to restore approximately 260,000 ha of wetlands by 2030. Additionally, Uganda is a signatory to the Ramsar Convention (1971) which is the principal international framework for conservation and management of wetlands. So, the GCF project through its three Outputs directly contributes to implementation of the national policy, legislation, development plans, national projects and international agreements in Uganda targeting wetlands conservation/restoration and adaptation to climate change.

The GCF project directly contributes to the Uganda’s UNDAF 2016-2020 Outcome 3.1. Natural Resource Management and Climate Change Resilience: By end 2020, Natural resources management and energy access are gender responsive, effective, and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience. The project also contributes to the UNSCF outcome 2.2. “By 2025, Uganda’s natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks.”

Thus, one of the targets for this Outcome is to ensure no loss of wetlands from 2013 (10.9% of national area). Additionally, one of the targets of Output 3.1.2 (under Outcome 3.1) is establishment “of harmonized functional national climate information and early warning system”. Output 3.1.3 plans to increase early warning system coverage up to 12% of Uganda population by 2020.

The GCF project is designed to contribute to the GCF Strategic Vision (b): “Support developing countries in the implementation of the Paris Agreement and the United Nations Framework Convention on Climate Change (UNFCCC) within the evolving climate finance landscape”, in particular to the GCF Objective “(ii) strengthening global response to the threat of climate change, in the context of sustainable development and efforts to eradicate poverty, including by: (b) Increasing the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production”[[24]](#footnote-24).

## Problems that the project sought to address

The project document and Annex II. Feasibility Assessment for the GCF Proposal very reasonably identify the following direct threats to wetlands and communities in the project areas (and the entire Uganda):

* *Conversion of wetlands for agriculture, settlements, and development;*
* *Change in seasonal distribution of rainfalls due to climate change;*
* *Increase in frequency of intense rainfalls due to climate change;*
* *Increase in temperatures due to climate change;*
* *Vulnerability to floods, droughts, heat waves as impact of climate change;*
* *Water quality deterioration due to excessive sedimentation and non‐native species invasion;*

The IE Team added 2 additional direct threats based on the results of the mission:

* *Increasing wetland water consumption for irrigation;*
* *Deforestation of wetland catchments.*

*Conversion of wetlands to agriculture, settlements, and development* is the most considerable direct threat for both wetlands and local communities that leads to severe degradation of wetlands ecosystem services and capacity to mitigate impact of climate change and protect local communities from different climate change effects (extreme climate events, decreasing crop productivity, water scarcity, etc.). The rate of wetland conversion in Uganda is very high, estimated at 294-805 km²/year in 1994-2015[[25]](#footnote-25) (Fig. 2). This the key threat the project is trying to address along with climate change threats to wetlands and local communities.

**Figure 2.** Rate of wetland degradation in Uganda based on the data of the “Uganda Wetlands Atlas Volume 2 Popular Version (2016)” (red) and “A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) (2018)” (black).

The project aims to remove the following barriers on the way to reduce and mitigate the above threats in the country (rephrased by the IE team based on the mission findings:

* *Low awareness and capacity of government agencies and local communities on wetland value and management (and restoration) in conditions of climate change;*
* *Low capacity of local communities to develop climate-smart agriculture and alternative sources of income outside wetlands and limited capacity for adaptation to climate change;*
* *Limited access of wetland communities to weather forecast and early warning system to adjust livelihood practices accordingly and be ready for extreme climate events and other climate change impacts.*

## Project strategy, expected results, and target areas

The project **Objective** (*to restore and sustainably manage wetlands and support target communities in wetland areas of Uganda to reduce the risks of climate change posed to agricultural-based livelihoods*) is going to be achieved via delivery of three project Outputs:

* **Output 1.** *Restoration and management of wetland hydrology and associated catchments*. That includes direct wetlands restoration and demarcation and construction of water retention facilities (Activity 1.1); restoration of the wetland inlet streams (Activity 1.2); rehabilitation of degraded wetland catchments (Activity 1.3); and strengthening LDG and community wetland management practices (Activity 1.4).
* **Output 2.** *Improved agricultural practices and alternative livelihood options in the wetland catchment*. The Output includes capacity building and support of LDGs and local communities on climate-smart agricultural practices outside of wetlands (Activity 2.1) and development of alternative (non-agricultural) sources of income for local communities, including entrepreneurship and employment in other sectors (Activity 2.2).
* **Output 3.** *Strengthening access to climate and early warning information to farmers and other target communities to support wetland management*. The Output is built on the following activities: purchase and installation of meteorological and hydrological equipment, including AWSs, AWLSs, high-capacity computers for weather data analysis and forecasting (Activity 3.1), capacity building of relevant staff on operation and maintenance of climate monitoring equipment, data interpretation, modeling and forecasting (Activity 3.2), delivery of climate-related information/services to target areas, such as early warnings on flash floods and extreme weather, agricultural extension advice for a wide variety of crops, and short- to long-range weather forecasts (Activity 3.3); development and operationalization of ICT multi-channel early warnings platform to broadcast forecasts to all interested local users in the project areas (Activity 3.4).

The expected project results (Outputs and Outcomes) are shown in the Table 1 (rephrased based on the IE findings):

**Table 1.** Project expected Outputs and Outcomes

|  |  |
| --- | --- |
| **Outputs** | **Outcomes** |
| **Output 1:**   * 64,370 ha of wetlands and 11,630 ha of wetland catchments are restored and demarcated; * local people and LDG officials trained in sustainable wetland management (it is not clear how many people the project expects to train) | **Outcome 1:**   * atleast 64,370 ha of wetlands and 11,630 ha of wetland catchments restored and demarcated by the project are under sustainable management (no loss of wetland and forested area after restoration)[[26]](#footnote-26) |
| **Output 2:**   * 11,200 households (~52,640 people[[27]](#footnote-27)) in the project areas are trained and supported on climate-smart agriculture and alternative livelihood outside wetlands | **Outcome 2:**   * 100% increase of income for 50,500 households in the project areas[[28]](#footnote-28); * 75,000 households practicing climate-smart agriculture and alternative sources of income in the project areas[[29]](#footnote-29); * 12,500 ha under climate-smart (resilient) agriculture in the project areas[[30]](#footnote-30); * 35,000 ha under agroforestry in the project areas[[31]](#footnote-31); |
| **Output 3:**   * 40 AWSs and AWLs are installed in the project districts; * an ICT system for generating and broadcasting early warnings and weather forecasts is developed and introduced; * 85% of population in the project areas (~3,315,000 people) are provided with improved climate information and flood, drought and severe weather warnings | **Outcome 3:**   * “70% of target population (~3,931,690 people) in the project areas use provided early warnings and weather forecasts to adjust livelihood practices”[[32]](#footnote-32) |

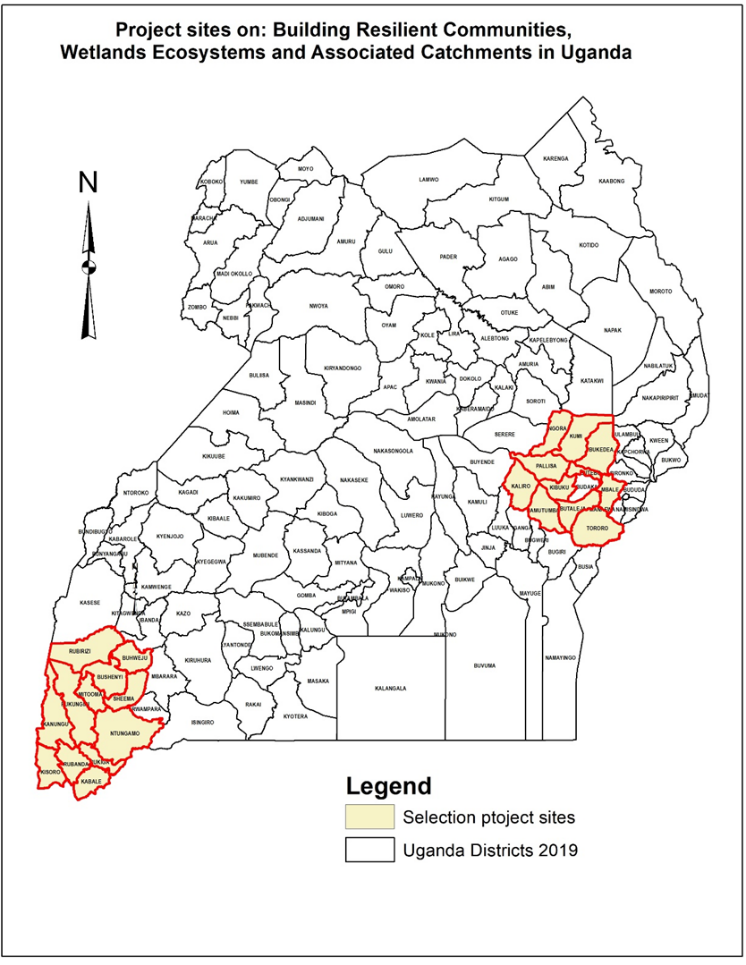
**There are two project regions**: South-Western Uganda and Eastern Uganda (Fig. 3) that includes 24 project districts[[33]](#footnote-33): 12 districts in South-Western Uganda: Kabale, Kisoro, Kanungu, Ntungamo, Bushenyi,

Buhweju, Mitooma, Rubirizi, Sheema, Rukungiri, Rubanda and Rukiga; and 12 districts in Eastern Uganda: Budaka, Pallisa, Ngora, Bukedea, Mbale, Kaliro, Namutumba, Kibuku, Butebo, Tororo, Butaleja and Kumi. The Annex II. Feasibility Assessment for the GCF Proposal provides the following criteria that were used for selection of the project areas and districts (p. 16):

* high levels of wetland degradation due to human activities;
* declining fertility of agricultural areas due to poor agricultural practices;
* increasing frequency of droughts and adverse climatic conditions and likelihood of additional risks in the future.

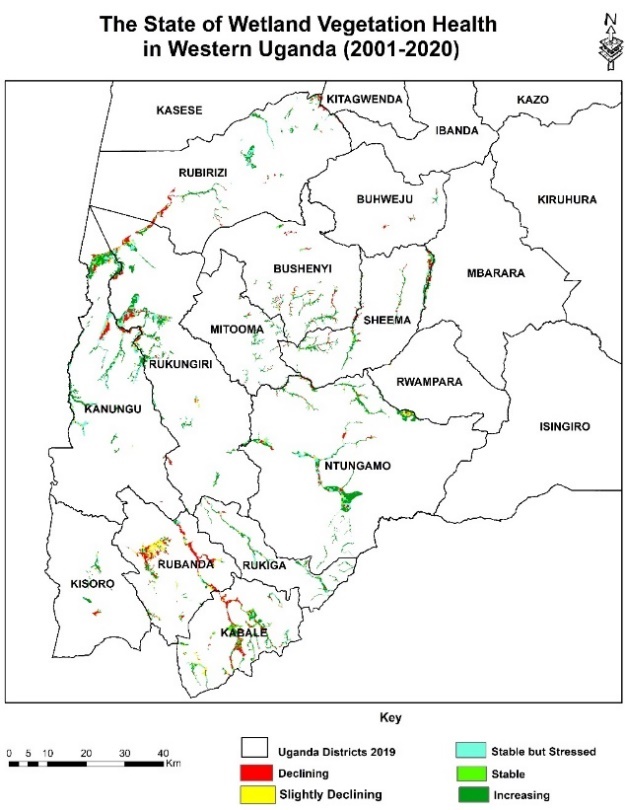
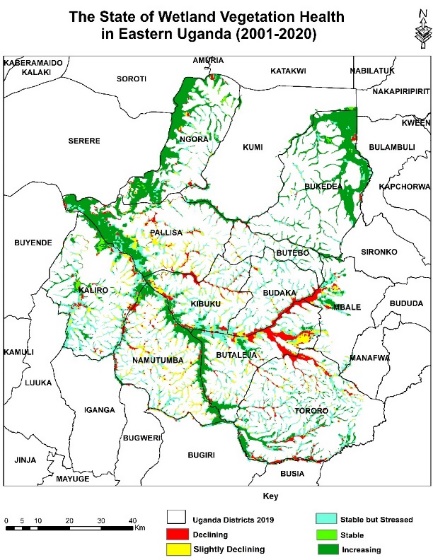
“For the reasons given above it was decided to target wetland areas within the two basins: Southwestern Uganda in the Lake Victoria basin and Eastern Uganda in the Lake Kyoga basin. There has been massive degradation in both areas that has led to the loss of the ecological functions and ecosystem services on which communities derive their livelihood and protection against climate change impacts. In Eastern Uganda, especially in the targeted districts, there has been an increase in floods and food insecurity while in the southwest prolonged drought periods have become evident”[[34]](#footnote-34). So, the target districts were selected as areas where wetland restoration is most needed and urgent.

Total area of wetlands in the project districts in accordance to the Annex II. Feasibility Assessment for the GCF Proposal is 2,400 km² in Eastern Uganda and 489 km² in South-Western Uganda; total - 2,889 km² (data of 2008) (Fig. 4).



**Figure 3.** Two project regions – South-Western and Eastern Uganda – and project districts.

**Figure 4.** Project target wetlands in South-Western and Eastern Uganda (adopted from J. Wasige 2021 GIS Report)



## Project implementation arrangements

The project implementation arrangements are a bit different from what was suggested in the GCF project proposal, but the changes made strengthened the project management structure (Fig. 5). The project has a strong **Project Steering Committee** (PSC) with 17 members that include representatives of 9 Government Agencies (MWE, MAAIF, UNMA, NEMA, GCF NDA (MoFPED), MLHUD, MLG, NFA, and UWA), LDGs, 2 NGOs (IUCN and Environment Alert), and UNDP CO. The **Project Management Unit** (PMU) has 12 of staff, including 5 specialists from the Ministry of Water and Environment. The PMU has one central office in Kampala and two regional offices in the project regions. Additionally, the project has a **Technical Working Group** (TWG) that consists from 52 members of technical staff from PMU, MWE, NEMA, UNMA, MAAIF, UNDP, Environment Alert, World Vision, and IUCN. The TWG contributes to technical consultations from the PMU on implementation of the project Activities under the Outputs. There are three **Responsible Parties** (RPs) directly responsible for delivery of the project Outputs: WMD/MWE (Output 1), MAAIF (Output 2), and UNMA (Output 3). The RPs directly work with the project **Partners** (LDG Technical implementation Teams, Local Communities, NGOs, and Private Sector) in 24 project districts to implement project Activities on the ground.

|  |  |
| --- | --- |
| Diagram  Description automatically generated  **A** | **B** |

**Figure 5.** Project Management Structure: **A** – in the project document; **B** - actual

## Key partners and stakeholders involved in project implementation

The Key project stakeholders are listed in the Table 2 (see full list of the project stakeholders in the Annex 4. List of project stakeholders for the IE).

**Table 2.** Key stakeholders of the GCF project in Uganda and their roles in the project implementation

|  |  |
| --- | --- |
| **Stakeholder** | **Role in the project** |
| **Ministry of Water and Environment (MWE)** | * Implementing Partner and Responsible Party to deliver the Output 1 (WMD/MWE); * Chairs PSC and hosts PMU; * Provides co-financing |
| **Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)** | * Responsible Party for delivery of the Output 2; * Member of PSC; * Provides co-financing |
| **Uganda National Meteorological Authority (UNMA)** | * Responsible Party for delivery of the Output 3; * Member of PSC; * Provides co-financing |
| **UNDP** | * GCF Accredited Entity; * Project Oversight and Quality Assurance; * Channels project funding from GCF to the RPs; * Member of PSC; * Provides co-financing |
| **Ministry of Finance, Planning, and Economic Development** | * GCF Nationally Designated Authority (NDA) in Uganda; * Prepares periodic reviews of the project APRs and submit them to the GCF Secretariat * Hosts a platform of GCF Portfolio in Uganda for exchange of experiences * Member of PSC |
| **IUCN** | * Project Partner for the wetland restoration ( partial implementation of Activity 1.2 and 1.4); * Member of PSC |
| **Environmental Alert** | * Project Partner for Activities 1.3 and 2.2; * Member of PSC |
| **FIT-Uganda** | * Project Partner for Activity 3.3 |
| **Local District Governments of 24 project districts** | * Project Partners for delivery Outputs 1-3 at the target wetlands; * Members of PSC with 2 rotational representative seats for Eastern and SW Uganda respectively * Direct project beneficiaries |
| **Local Community residing at the target wetlands** | * Project Partners for delivery Outputs 1-3 at the target wetlands; * Direct project beneficiaries. |

# Findings

## Project Strategy

**Overall Rating:** *Moderately Satisfactory (MS)*. Project Strategy review was implemented based on the analysis of the GCF project proposal and Annexes. The project proposal was developed based on the review of the lessons learned from previous projects and initiatives, like COBWEB, SCIEWS, WMD’s National Wetlands Project, and recommendations of ILO. During the project development at least 277 stakeholders were consulted at national and local levels, plus the project was based on the previous consultations completed in the frameworks of COBWEB and JICA projects in the same districts. The overall Project Risk and SESP Risk in the proposal are considered as *Low*, despite having some of the risks rated as *Moderate.* Original SESP considers only environmental risks, but not obvious social risks the project can produce, like human rights and gender related risks. No climate change impact and anthropogenic (e.g., re-encroachment of restored wetlands) risks are considered. The selection of the project districts and target wetlands is explained and very reasonable. However, the wetlands/catchments restoration targets look challenging in comparison with area of wetlands restored in Uganda in 2014-2018 (under the project the wetland restoration rate should be almost 13 times higher than in 2014-2018). The project is designed to address a set of specific climate and non-climate threats for Uganda wetlands and communities, with the most important threat *Conversion of wetlands to agriculture, settlements, and development* as the rate of wetland conversion in Uganda is high and estimated in 294-805 km²/year[[35]](#footnote-35)in 1994-2015. The project Theory of Change (ToC) is generally correct, but mainly demonstrate Direct Threat reduction for local communities livelihoods, and not for wetlands (as a critical resource to mitigate climate change impact); the ToC does not directly correspond to Output, Outcome, and Impact indicators in the Project Results Framework. The project proposal does not specify the project Outcomes and Impacts and use standard GCF Outcome and Impact indicators in the PRF; there is no budgets developed for each project Activity and budget notes do not explain what Activities are associated with each budget line. The Project Results Framework (PRF) Indicators are not completely SMART, redundant, and sometimes have very ambitious target values. Baseline values and Mid-Term and the End of the Project targets are not well explained. See details in the Table 3.

**Table 3.** Analysis of the Project Strategy

| **Evaluation criteria** | **Evaluation Rating (Score)** | **Justification** |
| --- | --- | --- |
| **Incorporation of lessons learned from similar projects in the project design** | **HS (5)** | The project is based on recommendations, lessons and best practices of the UNDP/GEF Project “Extending Wetland Protected Areas through Community Conservation Initiatives in Uganda” (COBWEB) that was implemented in 2008-2013. These lessons and recommendations are incorporated in the design of project Outputs 1 and 2. Additionally, project Output 2 incorporates experiences and recommendations of ILO, such as ILO methodology on Training for Rural Economic Empowerment (TREE); Start and Improve Your Business Programme (SYIB) and Gender Entrepreneurship Together (GET) Ahead. Project Output 3 is partially developed based on activities and results of the UNDP/GEF project “Strengthening Climate Information and Early Warning Systems (SCIEWS) – Uganda” implemented in 2013-2018. So, the project represents logical continuation of at least two other projects – COBWEB and SCIEWS – targeting sustainable wetland management and early warning system in Uganda and is based on the projects lessons and recommendations. Lessons integrated in the project proposal are described in details in the Annex II: Feasibility Assessment for the GCF Proposal, pp. 57-58. |
| **Stakeholder consultation and decision-making process, including involvement of vulnerable groups and relevant gender issues** | **MS (3)** | The project document does not specify a dedicated stakeholder consultation process during the project development. Annex 6: Gender Assessment Analysis and Action Plan mentions that “*a consultation with the Ministry of Water and Environment Sector Working Group took place on the 19 May 2015 at the Ministry of Water and Environment. The target populations were women and men as representatives of all stakeholder groups affected by this proposal*” (IE could not obtain the meeting minutes). SESP mentions existence of the “*Minutes of project validation and local Project Appraisal Committee”*, so, IE team did find this document. “*The Minutes of the Wetlands Advisory Group (WAG) and Local Partners Advisory Committee meeting to input into the proposed Wetland Restoration Project, Ministry of Water and Environment new boardroom, 20th July 2015*” has a list with 18 stakeholders from Government Agencies, International Organizations, and NGOs. Among the comments of the meeting are the following: “*There is need to clearly define who the primary and other beneficiaries are*”, “*Need to clearly define who the vulnerable communities*”, “*Letter from Permanent Secretary to Finance should highlight all the Stakeholders who were consulted*”, and “*There is need for deliberate consideration of communities who may be alienated as a result of the proposed project; there are the vulnerable and less powerful members of the community*”. So, all the comments had to be addressed in the final GCF project proposal.  During the project development at least 277 stakeholders (48 are women) (based on the list provided by the PMU) were consulted at national and local levels, plus the project was based on the previous consultations completed in the frameworks of COBWEB and JICA projects in the same districts.  The IE team did not find clear description of stakeholder consultation process in the project SESP and Social and Environmental Management Plan, despite the later documents states that “*large, widespread consultation with affected communities have been undertaken to inform the detailed design of the project*”. Also, the mandatory Stakeholder Engagement Plan developed at the project development stage is lacking (the original Stakeholder Engagement Plan provided to the IE team was actually developed for another project). |
| **Realistic assessment of risks to the project and risks that can be produced by the project** | **MU (2)** | The project mentions the following 5 risks to the project implementation (p. 18-19 of the prodoc):   1. *Delayed implementation of baseline projects by the government and donors negatively affects GCF project outcomes;* 2. *Installed hydro-meteorological equipment fails because it is vandalized or not maintained;* 3. *Climate shocks occurring during the design and implementation phase of the GCF project result in disruptions to restoration activities and severely affect communities, prior to the EWSs being established;* 4. *Variation and limitation in technical capacity will reduce the efficiency of the project implementation;* 5. *Lack of commitment from communities where restoration activities, alternative livelihoods and EWS are established undermines the effectiveness of the GCF project demonstrations.*   Additional risk “*Political Instability*” is included in the UNDP Risk Log, but not in the prodoc.  The Annex 14, UNDP Risk Log is developed in accordance with UNDP standards. However, no Probability and Impact of each risk is considered using UNDP Risk Matrix[[36]](#footnote-36). Instead of that, the Risk Log uses percentage of the project value as a measure of a risk. Two project risks in the Log are considered as *Medium*, but still overall project risk is assessed as *Low* (p. 18 of the Prodoc)*,* not *Medium* in accordance with UNDP rules. The Risk Log includes brief and general risk management measures without sufficient details. The Risk Log does not consider such obvious project risks as negative effect of climate change and anthropogenic activities on sustainability of the project results.  The project SESP consider 4 social and environmental risks that are not explained in the SESP (however, sub-section “*Social and environmental safeguards*” of the prodoc has more details on the SESP risks). The risks in SESP are not classified in accordance with UNDP SES Principals and Standards[[37]](#footnote-37). SESP Attachment 1. Social and Environmental Risk Screening Checklist is missing in the project SESP. Given the planned project activities (wetland restoration and community based livelihood development) and the project Gender Analysis the following categories of risk had to be considered during the project design: *Principle 1: Human Rights* and *Standard 5: Displacement and Resettlement* (as wetland restoration process can potentially negatively affect marginal communities and displace them from the land located in the converted wetlands and lead to loss of arable land and income); *Principle 2: Gender Equality and Women’s Empowerment* (giving the project Gender Analysis clearly indicate low involvement of women in decision making on livelihood and wetland management, their higher vulnerability to climate change impact and natural disasters in Uganda); and *Standard 2: Climate Change Mitigation and Adaptation* (as the project expected results (both restored wetlands and developed livelihoods) potentially are vulnerable to impact of climate change). Despite two SESP risks are rated as *Moderate* the overall project risk is rated as *Low* violating UNDP SESP procedure[[38]](#footnote-38). |
| **Adequacy of selection of the project sites** | **MS(3)** | The prodoc specifies 16 districts of Uganda as the project area: 6 – in South Western Uganda (Kabale, Kisoro, Kanungu, Rukungiri, Greater Bushenyi and Ntungamo) and 10 – in Eastern Uganda (Pallisa, Kibuku, Bukedea, Namutumba, Butaleja, Budaka, Tororo, Kaliro, Ngora and Mbale). The project document does not explain why these two project areas were selected. However, The Annex II: Feasibility Assessment for the GCF Proposal provides the following criteria that were used for selection of the project areas and districts (p. 16):   * high levels of wetland degradation due to human activities; * declining fertility of agricultural areas due to poor agricultural practices; * increasing frequency of droughts and adverse climatic conditions and likelihood of additional risks in the future.   “For the reasons given above it was decided to target wetland areas within the two basins: Southwestern Uganda in the Lake Victoria basin and Eastern Uganda in the Lake Kyoga basin. There has been massive degradation in both areas that has led to the loss of the ecological functions and ecosystem services on which communities derive their livelihood and protection against climate change impacts. In Eastern Uganda, especially in the targeted districts, there has been an increase in floods and food insecurity while in the southwest prolonged drought periods have become evident”[[39]](#footnote-39). So, the target districts were selected as areas where wetland restoration is most needed and urgent.  Total area of wetlands in the project districts in accordance to the Annex II: Feasibility Assessment for the GCF Proposal is 2,400 km² in Eastern Uganda and 489 km² in Southwestern Uganda; total - 2,889 km² (data of 2008). In the project districts the project proposal have the following targets: to restore 76,000 ha of wetland and catchment areas to be restored (64,370 ha for wetland and 11,630 ha for catchment areas)[[40]](#footnote-40).  Given that WMD and other partners restored 2,515 ha of wetlands in 2014-2018 (or 629 ha/year)[[41]](#footnote-41), to restore 64,370 ha of wetlands in 8 years the restoration rate need to be 8,046 ha/year, or almost **13 times higher** than in 2014-2018. **This is a challenging target for the project[[42]](#footnote-42)**.  WMD spent total UGX 256,621,400 (US$72,392) to restore 2,515 ha of wetlands in 2014-2018, or US$ 28.8/ha[[43]](#footnote-43). So, the funding provided under project Output 1 (US$10,618,652, or 147 times higher than WMD budget in 2014-2018) is more than sufficient to achieve 64,370 ha wetland restoration target. However, WMD and partners **restoration** **capacity constraints are critical here** and may be well behindto achieve the target even with the GCF project funding. |
| **Adequacy of Direct Threats (both climate and non-climate) to Uganda wetlands and local communities addressed by the project** | **S(4)** | The project document and Annex II: Feasibility Assessment for the GCF Proposal very reasonably identify the following direct threats to wetlands and communities in the project areas:   * Conversion of wetlands to agriculture, settlements, and development; * Change in seasonal distribution of rainfalls due to climate change; * Increase in frequency of intense rainfalls due to climate change; * Increase in temperatures due to climate change; * Vulnerability to floods, droughts, heat waves; * Water quality deterioration due to excessive sedimentation and non‐native species invasion;   The IE Team added a few additional direct threats as the following (Annex 1. Situation Analysis Diagram):   * *Decline of wetland water level due to increasing wetland water consumption for irrigation;* * *Deforestation of wetland catchments;* * *Declining soil fertility of agricultural areas due to poor agricultural practices leading to a shift to wetland cultivation;* * *Reduction of vegetation cover and increases run-off leading to soil erosion and flooding as a result of poor agricultural practices;* * *Over-harvesting of papyrus that leads to wetland degradation;* * *Over-grazing in wetlands;* * *Fish poisoning and over-harvesting;* * *Lack of sufficient feeds for livestock;*   The project document does not provide information on relative severity of different threats to wetlands and communities. However, it looks like *Conversion of wetlands to agriculture, settlements, and development* is the most considerable threat that leads to severe degradation of wetlands capacity to mitigate impact of climate change and protect local communities from different climate change effects (extreme climate events, decreasing crop productivity, water scarcity, etc.) The rate of wetland conversion in Uganda is very high and **estimated at 294-805 km²/year**[[44]](#footnote-44)in 1994-2015. This threat is especially high in Eastern Uganda where communities have limited livelihood options other than rice cultivation in wetlands. In South-Western Uganda, most of the communities have other livelihood options through livestock production and banana plantations. The threat is directly addressed by the GCF project through Output 1 and partially through Output 2 |
| **Correct identification of Indirect Threats (immediate and root causes) and barriers for sustainable solution** | **S (4)** | No Problem Tree (or Conceptual Model) diagram was developed for this project (recommended by UNDP for all project[[45]](#footnote-45)). Drivers and root causes behind the Direct Threats to wetlands and communities (like rapid population growth, growing needs for arable lands, low awareness of wetland benefits and climate change impact, etc.) are not clearly outlined for each Direct Threat. However, some of them are mentioned in the *Country Situation and Development Context* and *Barrier Analysis* sections of the prodoc (e.g., demand for agricultural lands; low awareness of wetland value and climate change impact; low capacity of local communities to adapt to climate change; lack of weather forecasting and early warning system, etc.).  Barriers on the way to address Direct Threats for wetlands and target communities are generally correct and can be summarized (and rephrased) as the following:   1. Low awareness and capacity of government agencies and local communities on wetland values and management (and restoration) in conditions of climate change; 2. Low capacity of local communities to develop and promote climate-smart agriculture and alternative sources of income outside wetlands; 3. Limited access of wetland communities to weather forecast and early warning system to adjust livelihood practices accordingly and be ready for extreme climate events.   Other barriers for conservation and sustainable use of Uganda wetlands, that are fully or partially addressed by the GCF project, can be summarized as the following:   * Most wetlands in Uganda are not gazetted and are vulnerable to encroachment. Some farmers (e.g., Kabale on River Kiruruma) have acquired genuine land titles that cover wetland area; * During the political season, some politicians encourage farmers not to vacate the wetlands until they are compensated (e.g., Kabale and Pallisa districts); * Lack of sufficient livelihood options outside of wetlands may force the farmers that had vacated the wetlands to re-encroach them again; * Conflicting policy signals: some wetlands have been given out to investors (e.g., Lwera wetland, in Kalungu District) and urban development (e.g., Kampala). So, farmers feels that they also have a right as citizens of Uganda to promote crop production and other activities in the wetlands. |
| **Clarity of the project Theory of Change** | **MS (3)** | The Theory of Change diagram (recommended by UNDP and GEF) was used to describe the project theory of change and demonstrate links between project Outputs, Outcomes, and Impacts (p. 8 of the project document). It is generally correct, but mainly demonstrate Direct Threat reduction for local communities livelihoods, and not for wetlands (as a critical resource to mitigate climate change impact). Also, assumptions on how Outputs will lead to Outcomes and Outcomes to Impacts are missing in the diagram, though partially explained in the project document (pp. 8-9). The project Theory of Change does not directly correspond to Output, Outcome, and Impact indicators in the Project Results Framework (e.g., Indicators for “Increased Crop Production” and “Reduced losses of lives and livelihoods” are missing in the PRF). Ideally a project Theory of Change should be reflected in a PRF. The IE Team reconstructed the Theory of Change (see Annex 2), for evaluation purposes, to potentially measure Outcomes (e.g., Increased number of people practicing sustainable wetland management, climate-smart agriculture, and alternative livelihood; and Increased number of people receiving early warnings and using them to adjust livelihood options) and Impacts (e.g., Decreased wetlands conversion rate; Stabilized/increased area of wetlands in the project area). |
| **Clarity of Activities, Outputs and Outcomes for implementation** | **MS(3)** | The Project has 3 Outputs and 11 Activities. Project Outcomes are not provided in the Expected Results section, however, the project uses standard GCF Outcomes and Impacts in the PRF. Output 1: *Restoration and management of wetland hydrology and associated catchments* and Output 3: *Strengthening access to climate and early warning information to farmers and other target communities to support wetland management* sounds like an Activity, not results in accordance with the RBM concept. Output 2 is correct. Activities in many cases sounds like Outputs (direct project products and services delivered), and even Outcomes (results outside of the project control), e.g., Activity 1.2: *Improved inlet streams to increase water delivery,* Activity 1.3: *Degraded catchment areas rehabilitated and land productivity improved,* orActivity 2.1: *Crop diversification and resilient agricultural best practice adopted.*  Output 1 states that at least 2,000 km² of degraded wetlands and its associated catchment will be restored as a project result, however, PRF only mentions 750 km².  Overall, Outputs and Activities are only briefly described in the prodoc, but Annex II: Feasibility Assessment for the GCF Proposal (5.1 Scope of the proposed project) provides sufficient details on the project Activities, quantity of deliverables, and locations of Activities. Activities are not accompanied by total budgets needed for implementation of each of them. Project Budget Notes do not specify to what Activity each budget line belongs. Timelines for implementation of Activities are provided in the Annex 10. |
| **SMARTness and relevance of Objective, Output and Outcome indicators** | **MU(2)** | The Project Result Framework certainly provides some useful indicators for measuring project progress (e.g., Output Indicators). However, it is not 100% SMART, redundant, and sometimes have very ambitious indicator target values. For example, the PRF has a set of SDG Indicators that does not have baseline values and are not actually used for the project monitoring/reporting. Mandatory UNDP Indicators 1.3.1, 1.3.2, and 5.4.1 are not explained given the project context: e.g., *1.3.1 Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystems services, chemicals and waste at national and/or subnational level* does not explain what “partnership mechanisms” will be developed in the project framework (Do the “mechanisms” mean Wetlands Management Committees or agreements between WMD and private sector, or something else?). *5.4.1 Number of countries with new end-to-end early warning systems (EWS) for man-made crisis and all major natural hazards (e.g. geo-physical and climate induced hazards)* probably does not make sense for this project implemented in one country and actually measured in number of “hydromet station installations”.  GCF Impact Level Indicator *4.1 Area (ha) of habitat or kilometres of coastline rehabilitated (e.g. reduced external pressures such as overgrazing and land degradation through logging/collecting); restored (e.g. through replanting); or protected (e.g. through improved fire management; flood plain/buffer maintenance)* has many unnecessary/irrelevant elements *and* should be adjusted to reflect only area of restored wetlands and catchments.  GCF Impact Level Indicator *1.2 Number (percentage) of households*  *adopting a wider variety of livelihood strategies/coping mechanisms* should explain what “wider variety” actually means.  The difference between Indicator *1.2 Number (percentage) of households*  *adopting a wider variety of livelihood strategies/coping mechanisms* and Indicator *7.1 Use by vulnerable households, communities, businesses and public sector services of Fund-supported tools, instruments, strategies and activities to respond to climate change and variability* is unclear and they have same mid-term and end of the project values.  Indicator *7.2 Number of males and females reached by [or total geographic coverage of] climate-related early warning systems and other risk reduction*  *measures established/ strengthened* is practically the same as Output 3 Indicator *% of population with access to improved climate information and drought, flood and severe storm warnings (disaggregated by gender).*  Output 1 Indicator *Wetlands and natural grasslands rehabilitated* actually repeats GCF Impact Level Indicator 4.1. Output 3 Indicator *Number of early flood warning systems installed in vulnerable communities* is very similar to UNDP Mandatory Indicator 5.4.1.  Sources of baseline data in the PRF are not provided and assumptions under Indicators’ mid-term and end of the project values are not explained. Some project targets look very ambitious (if realistic at all), e.g., establishment of more than 2,200,000 new jobs and livelihoods as a project result (UNDP Mandatory Indicator 1.3.2) and restoration of 75,000 ha of wetlands and catchments (Indicator 4.1).  Output 2 Indicator *Number of women involved in livelihoods and employability*  *interventions in the project sites* reports not only women, but also households.  One important project indicator used in annual project reporting is missing in the original PRF: *Total length of wetland boundary demarcated.* |
| **Averaged Score:** | **MS(3)** |  |

## Relevance, Effectiveness, and Efficiency

**Relevance**

**Overall Rating:** *Highly Satisfactory (HS)*. The project is highly relevant to Uganda’s national priorities in wetland conservation and adaptation to climate change, and is fully consistent with GCF and UNDP priorities. Project strategies are fully relevant to address climate and non-climate threats to Uganda’s wetlands and communities. However the strategies, do not fully address low monetary value of wetland raw materials for local communities compared to high value agricultural crops produced in the wetlands (average cash received from crops grown in the wetlands is 8-10 times higher than income from selling of the wetland raw materials). So, with growing population in the project districts, the risk of wetland conversion to agriculture is likely to remain high, until the monetary value of wetlands for local communities is comparable with wetland agriculture or even higher (see details in the Table 4).

**Table 4.** Review of the Project Relevance

| **Evaluation criteria** | **Evaluation Rating (Score)** | **Justification** |
| --- | --- | --- |
| **Relevance of the project to country priorities in wetland conservation, climate change adaptation and mitigation** | **HS (5)** | The project is highly relevant to Uganda’s national priorities in wetland conservation and adaptation to climate change and contributes to actions in response to Article 237(2) (b) of the **Constitution of the Republic of Uganda** (2015), which provides that Government or a local government shall hold in trust for the people and protect natural lakes, rivers, wetlands, forest reserves, game reserves national parks and any land to be reserved for ecological and touristic purposes for the common good of all citizens. Subsequently the project is also supports provisions in the **National Environment Act** (NEA, 2019), which prohibit the following: (a) reclamation or drainage of wetlands; (b) erection, construction, placement of any structure, on the wetland; (c) disturbance of a wetland by drilling or tunneling in a manner that is likely to have adverse effects on the wetland; (d) depositing in, on or under any wetland any substance in a manner that is likely to have adverse effects on the wetland.  Uganda has a **National Wetland Policy** (1995) that sets five goals:   * to establish the principles by which wetland resources can be optimally used now and in the future; * to end practices which reduce wetland productivity; * to maintain the biological diversity of natural or semi-natural wetlands; * to maintain wetland functions and values; * to integrate wetland concerns into the planning and decision making of other sectors.   The **National Development Plan II** (2015-2020) emphasizes the preservation of wetlands as a means to attaining sustainable development[[46]](#footnote-46). The **National Development Plan III** (2021-2025), considers “severe reduction in the forest cover as well as wetland degradation and encroachment” among key national challenges, and has a **Climate Change, Natural Resources, Environment, and Water Management Program** that “aims to stop and reverse the degradation of Water Resources, Environment, Natural Resources as well as the effects of Climate Change on economic growth and livelihood security”. The NDP III goal is to increase wetland cover in Uganda from current 10.9% to 12% by 2025 and 13% - by 2040.  The Wetlands Management Department (WMD) of MWE has been implementing the **National Wetland Project** for close to 30 years, with the objective of supporting activities aimed at conserving wetlands, including strengthening legislation[[47]](#footnote-47)  Uganda’s **National Adaptation Plan for the Agricultural Sector (NAP-Ag, 2018)** addresses wetland management and conservation under *Action 4: Promote appropriate forest and ecosystem management practices to increase the resilience of agrarian communities to the impacts of a changing climate* and has an action 8 to “scale up and strengthen wetland conservation and restoration of degraded wetlands, lakeshores, riverbanks…”[[48]](#footnote-48)  Uganda’s Intended Nationally Determined Contribution (INDC) 2015 targets to restore approximately 260,000 ha of wetlands by 2030[[49]](#footnote-49).  Additionally, Uganda is a signatory to the **Ramsar Convention** (1971), which is the principal international framework for conservation and management of wetlands. Interventions under the GCF project contribute to wise use activities recommended by the Ramsar convention.  So, the project through its three Outputs directly contributes to the implementation of the national policy, legislation, development plans, national projects and international agreements in Uganda targeting wetlands conservation/restoration and adaptation to climate change. |
| **Relevance to GCF priorities** | **HS(5)** | The wetland restoration project in Uganda is fully relevant to the GCF Strategic Vision (b):   * “Support developing countries in the implementation of the Paris Agreement and the United Nations Framework Convention on Climate Change (UNFCCC) within the evolving climate finance landscape.” In particular to the GCF Objective “(ii) strengthening global response to the threat of climate change, in the context of sustainable development and efforts to eradicate poverty, including by: (b) Increasing the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production”[[50]](#footnote-50)   The project contributes directly to the following GCF results areas:   * Increased resilience of livelihoods of people and communities (project Outputs 1-3); * Increased resilience of ecosystems and ecosystem services (project Output 1).[[51]](#footnote-51) |
| **Relevance to UNDP priorities** | **HS(S)** | The project directly contributes to the Uganda’s UNDAF (2016-2020) **Outcome 3.1. Natural Resource Management and Climate Change Resilience:** By end 2020, Natural resources management and energy access are gender responsive, effective, and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience. Thus, one of the targets for this Outcome is to ensure no loss of wetlands from 2013 (10.9% of national area). Additionally, one of the targets of Output 3.1.2 (under Outcome 3.1) is establishment “of harmonized functional national climate information and early warning system”. Output 3.1.3 plans to increase early warning system coverage up to 12% of Uganda population by 2020.  Additionally, the project contributes directly to the UNSCF Outcome 2.2. By 2025, Uganda’s natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. |
| **Relevance of the project strategies to address climate and non-climate threats to Uganda wetlands** | **S(4)** | The most serious direct threat that the project addresses is high wetland conversion rate to agriculture, settlements, and industrial development (estimated at about 294-805 km²/year[[52]](#footnote-52) in 1994-2015). The project addresses this threat through the following three strategies:   * Wetlands and catchment direct restoration; * Wetland and catchment demarcation and sustainable management, including income generation from sustainable use of wetlands; * Providing local communities with opportunities to develop sustainable livelihoods outside wetlands and alternative sources of income instead of highly depending on poor agriculture practices in the wetlands themselves.   All these three strategies implemented simultaneously are absolutely relevant to address climate and non-climate threats to wetlands. However, currently the monetary value of wetland raw materials for local communities (e.g., harvesting of papyrus for art and craft, fishing, etc.) is low compared to agricultural crops produced in the wetlands (e.g., in Kabale District average cash received from crops grown in the wetlands is 8 times more than from selling of the wetland raw materials)[[53]](#footnote-53). With growing human population in the project districts, the risk of wetland conversion to agriculture is likely to remain high, until the monetary value of wetlands for local communities is comparable with wetland agriculture or even higher.  The main reason why farmers encroach on the wetlands is a search for water and fertile soils for agricultural production. But where small scale irrigation has been implemented and practiced, the farmers have observed higher benefits from wise use of wetland and have vacated the wetland willingly and are vigilantly protecting it. A case in point is Limoto project site in Pallisa District, where 13 farmers (4 women and 9 men) are earning as much as 18 million Uganda shillings from four acres of small scale irrigated land in one season of four months of vegetable cultivation. Another private farmer earns 16 million Uganda shillings per season (6month) from fish farming. For the two livelihood options, farmers depend on wetlands as a source of water and do convert them to degrading agricultural fields. Additionally, enhancing soil fertility of agricultural areas through adoption of climate-smart agriculture/ agroforestry, Integrated soil fertility management and pasture agronomy to provide feeding resources for livestock can provide alternative sources of high income outside wetlands if well designed and implemented. This strategy is proposed by the GCF project for Output 2 and should be scaled up.  Additionally, it would be very strategic to complement the existing three project outputs with a strategy to increase monetary value of wetlands for local communities through incentive mechanisms such as carbon credits and Payment for Ecosystem Services (PES) linked to interventions in the project areas. Potentially the new incentive systems can be initiated as objectives of another UNDP, GCF or GoU project; to ensure sustainability and scaling up of results of the current project. |
| **Average Score:** | **HS (5)** |  |

**Effectiveness**

**Overall Rating:** *Moderately Unsatisfactory (MU)*. Currently the project implementation effectiveness is insufficient and full achievement of the project Outcomes[[54]](#footnote-54) as stated in the PRF is unlikely if the project implementation does not change considerably. Thus, *Outcome 1. Increased area under sustainable wetland and catchment management* is likely to be achieved by 70% for wetlands and 20% of catchments by 2025 given the end of the project targets; *Outcome 2. Increased number of households in the project area practicing climate-smart agriculture and having non-agricultural wetlands-friendly sources of income; and Increased area under climate-smart agriculture* is likely to be achieved by 10% for climate-resilient households and 0.5% for area of climate-smart agriculture by 2025; *Outcome 3. Increased number of people in the project area receiving early warnings and using them to plan climate-smart livelihood options* is likely to achieve 2% of the Outcome target by 2025. Despite some considerable project results (e.g., on wetland restoration and number of households started to practice climate-smart agriculture and alternative livelihood options) none of the project Output targets have been achieved by the Mid-Term (see Table 5 for details). The project increased the wetlands restoration rate in Uganda almost five times: from average 629 ha/year in 2015-2018 to 2,923 ha/year in 2018-2021 (Fig. 6). However, given the rate of wetland conversion in Uganda of 294-805 km²/year[[55]](#footnote-55)(1994-2015) the project efforts are currently unlikely to influence the conversion rate significantly[[56]](#footnote-56), without overcoming the project implementation issues. Express-analysis of remote sensing data for the project districts implemented by Dr. John Wasige demonstrated that wetland degradation is likely to continue (see Fig,. 4 and Annex 3. Using GIS to Detecting critical trajectories and map hotspots of Wetland Vegetation Health transformations under IE of the GCF project: Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711).

**Table 5.** Review of the Project Effectiveness

| **Evaluation criteria** | **Evaluation Rating (Score)** | **Justification** |
| --- | --- | --- |
| **Probability that the project strategies will achieve the project Outcomes during the project lifetime** | **MU (2)** | Using revised project ToC, the IE team tried to evaluate probability of achievement of the following project Outcomes[[57]](#footnote-57):  **Outcome 1.** Increased area under sustainable wetland and catchment management (restored + demarcated and sustainably managed = no decrease in wetland and forest area), ha;  **Outcome 2.** Increased number of households in the project area practicing climate-smart agriculture and having non-agricultural wetlands-friendly sources of income; and Increased area under climate-smart agriculture, ha;  **Outcome 3.** Increased number of people in the project area receiving early warnings and using them to plan climate-smart livelihood options.  For the **Outcome 1** we could not collect the data on number of people (communities) practicing sustainable wetland management. However, based on the assumptions that all wetlands and catchments areas restored and demarcated by the project will be managed sustainably, we can potentially make following projections to the end of the project given the current restoration/demarcation rate:   1. 11,693 ha (wetlands restored and demarcated in 2017-2020) + 5 years \* 7,128 ha/year[[58]](#footnote-58) = 47,337 ha of wetlands restored, demarcated and sustainably managed (70% of the project wetland restoration target 64,370 ha by the end of the project); 2. 2,000 ha (baseline) + 50 ha (catchments restored in 2017-2020) + 5 years \* 50 ha/year[[59]](#footnote-59) = 2,300 ha of restored and potentially sustainably managed (20% of the project catchment restoration target 11,630 ha by the end of the project).   So, if the project implementation effectiveness does not change **the Outcome 1 is unlikely to be achieved as planned by the end of the project (2025).**  Similarly for the **Outcome 2** the projections are the following:   1. 30 ha (baseline) + 8 ha (climate-smart agriculture area added by the project in 2017-2020) + 5 years \* 4 ha/year = 58 ha of total area under climate-smart agriculture (0.5% of the project climate-smart agriculture target of 12,500 ha by the end of the project)[[60]](#footnote-60); 2. 2,649 (number of HH practicing climate-smart agriculture and alternative livelihood as result of the project in 2017-2020) + 5 years \* 1,030 HH/year[[61]](#footnote-61) = 7,799 HH (10% of the project target of 75,000 HH by the end of the project)[[62]](#footnote-62).   If the project implementation effectiveness does not change **the Outcome 2 is unlikely to be achieved as planned by the end of the project (2025).**  For **Outcome 3** the projection is the following:   * 8,550 (number of people in the project area receiving early warnings and potentially using them to plan climate-smart livelihood options as a result of the project in 2017-2020) + 5 years\*8,550 people/year[[63]](#footnote-63) = 51,300 people receiving and using early warnings (2% of the project target of 2,340,000 people receiving and using early warnings by the end of the project).   If the project implementation effectiveness does not change **the Outcome 3 is unlikely to be achieved as planned by the end of the project (2025).** |
| **Number and character of the most impressive project results** | **MS (3)** | The most impressive project results can be summarized as the following (however, all of them are below planned by the Mid-Term):   * 11,693 ha of wetlands restored in 4 years. In comparison in 2015-2018 WMD restored only 2,515 ha of wetlands in Uganda. So, the project increased wetlands restoration rate in almost 5 times (Output 1); * As a result of Output 2 activities 2,649 households in the project districts started to practice climate-smart agriculture and alternative livelihood options to increase their resilience to climate change; * Political will for wetlands restoration process as a climate change adaptation measure was raised up to the highest level of GoU. Thus, the President of the Republic of Uganda, H.E Yoweri Kaguta Museveni, expressed his interest to scale up the project approaches in 2019. As a result, government has prioritized implementation and scale up of the project model (mainly Limoto wetland best practices) in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country as part of its commitment to use nature-based solutions for realizing Nationally Determined Contributions (NDC) ambition commitment to Paris Agreement; |
| **Number and character of the significant project shortcomings** | **MU (2)** | The most significant project shortcomings can be summarized as the following:   * Only 2 inlet streams out of 16 planned have been restored (13% of planned by the Mid-Term) (Activity 1.2); * Only 50 ha of wetland catchments have been restored out of 5,000 ha planned by the Mid-Term (1% of planned by the Mid-Term) (Activity 1.3); * Area under climate-smart agriculture in the project districts has increased only by 8 ha and currently it takes only 38 ha total (1% of 4,000 ha planned by the Mid-Term) (Output 2); * Only 187 out of planned 20,000 people have been trained on alternative livelihood options and jobs (others than agriculture and wetland use) (1% of planned by the Mid-Term (Activity 2.2); * Only 8,550 local people in the project regions receive early warnings information to adjust their livelihood (0.5% of 1,685,000 people planned by the Mid-Term) (Output 3).   Additionally, the IE team found the following practices by the project that needs to be improved:   * Delayed project implementation process, especially slow delivery of livelihood alternatives to communities (Output 2) causing local people to dishonor previous agreement with the project team on voluntary vacation of wetlands and come back to the wetland agriculture again (e.g. in Eastern Uganda); * There is a very low level of project implementation in Eastern Uganda (delivery of the project Outputs is no more than 20% in average of planned by the Mid-Term) compared to South-Western Uganda (30-35% of planned by the Mid-Term in average). Many districts there have very low Output delivery on the ground (e.g., Budaka, Tororo, Kumi, and Butaleja districts). Siome district and communities think the GCF project ended more than a year ago as they receive no communication from the project team in 2021. The key reason for this situation are systematic delays in fund disbursement from UNDP to the RPs and associated long periods of the project inactivity; * There are cases where districts share the same wetlands, but there is no project implementation on the upstream (e.g., Tororo and Butaleja districts). Thus, upstream part of the wetland with no project implementation discharges a lot of water during rainy season causing floods and siltation that destroy papyrus and changes of wetland boundaries in the project site. Similar situation exist in the wetland shared by Kibuku and Pallisa districts: while wetland restoration and sustainable management activities are implemented in Pallisa, there is a local resistance to restore wetlands in Kibuku (encouraged by politicians[[64]](#footnote-64)). Similarly fish poisoning practicing in Rukungiri district negatively affect fish stock in the downstream Kanungu district. Thus, uncoordinated project implementation between districts undermines wetland restoration and sustainable management practices in the project sites; * Lack of project work plans and wetland management plans at district level leads to uncoordinated project implementation in the target districts to deliver the project Outputs[[65]](#footnote-65). As a result of uncoordinated delivery of Output 1 and 2 community start re-encroachment on the wetlands. The districts are not sufficiently involved in the planning, implementation, and M&E of the project activities; * The livelihood options provided to local communities under the Output 2 are not being accompanied with printed background technical information of sustainable management (e.g., feed formulations, livestock health management, housing and grazing requirements for new acquired livestock). Also, the livelihood options are delivered to communities without enough sensitization, training and signing of MOU and wetland conservation agreements. In the end the community thinks that these enterprises belong to the government and should be supported by government (e.g., when they run short of feeds or require livestock health management). So, some of the livelihood options provided by the project are exchanged or sold off without control from the PMU or district; * There is a lack of capacity of local communities to maintain equipment and livelihood options provided: for example, in some project sites fences collapsed and fish ponds are not maintained properly. There are even cases of vandalization of the installed project equipment, e.g., fish ponds, that was not secured by fencing (e.g., Ntugamo and Pallisa districts[[66]](#footnote-66)). Some project sites lack sign posts for identification and association with community implementing the project activities (sign posts help to establish ownership and pride by communities); * There is lack of linkages between communities and local private sector to develop a proper value chain for alternatives provided by the project (e.g., organization of marketing for community production, making of beehives, supply of feed resources and other agricultural inputs); * Small scale irrigation and fish-ponds in Ngora district are located on porous soils site leading to high water loses. The site is also equipped with a low capacity water pump that cannot cover the loses. This situation prevent the community from effective use of the alternative options and lead to people frustration to the project[[67]](#footnote-67); * Two identified small irrigation sites in Tororo district turned out to be unsuitable due to unsustainable recharge capability and need to be relocated (interview with the district Environment/Natural Resources Officer); * Some of the fish-ponds on the project sites are poorly designed and have poor drainage. Some dams and fish-ponds still lack operational completeness (e.g., in Pallisa Limoto and Ntugamo site); * In some cases the project uses services of non-credible companies: e.g., the private company that supplied fish fingers to Limoto’s Pallisa project site did not disclose fish species, background literature on the type of species, stocking rate; and did not provide local feed formulation and enough feeds for the fish. Additionally, the company over-stocked the fish pond. All that poor practices led to stunted fish growth and economic losses for the project community; * There are no activities to ensure sufficient law enforcement for protection of the vacated, restored and demarcated wetlands. As a result, as soon as one community vacate the wetlands and restore it another community tries to re-encroach it. |
| **Average Score:** | **MU (2)** |  |

**Figure 6.** Total area of wetlands restored in Uganda in 2015-2018 (blue) and area of wetlands restored by the GCF project in 2018-2021 (orange).

**Efficiency**

**Overall Rating:** *Moderately Unsatisfactory (MU)*. The project Output delivery is only 33% of planned by the Mid-Term, with Output 1 delivered by 27%, Output 2 – 16%, and Output 3 – 57% of planned by the Mid-Term values. So, all Outputs, except Output 3 (that is also behind the planned delivery value) are currently not on the target to be achieved. Actual expenses to deliver the project Outputs (and Activities) are significantly lower than the amount that was planned in AWPs 2017-2021 and consistent with the Output delivery: 36% - for Output 1, 27% - for Output 2, and 27% - for Output 3 (see details in the Project Management and Implementation section). If the project continues without significant management changes it is projected to be completed only in 2033 (see details in the Table 6 and Fig. 7).

**Table 6.** Review of the Project Efficiency

| **Evaluation criteria** | **Evaluation Rating (Score)** | **Justification** |
| --- | --- | --- |
| **Timeliness and quantity in implementation of project Activities and delivery of planned Outputs** | **MU (2)** | Currently the project Output delivery is only 33%[[68]](#footnote-68) of planned by the Mid-Term, with Output 1 delivered by 27%, Output 2 – 16%, and Output 3 – 57% of planned by the Mid-Term. So, only Output 3 can be potentially rated as “*On Target to be Achieved*” during last four years of the project. Both Output 1 and 2 are currently “*Not on Target to be Achieved*” (see details in the Progress towards Results section). Actual expenses to deliver the project Outputs (and Activities) are significantly lower than the amount that was planned in AWPs 2017-2021: 36% - for Output 1, 27% - for Output 2, and 27% - for Output 3 (see details in the Project Management and Implementation section). If the project continues without significant management changes it will be completed only in 2033 (8 years behind the original schedule) (see Fig. 7). |
| **Activity costs in comparison with other similar projects** | **N/A** | This criterion was not assessed due to limited time available for the IE. |
| **Capacity of PMU and key partners to implement the project** | **MS (3)** | Since 2017 the project has experienced systematic delays in implementation due to significant delays in approval of the project AWPs and fund disbursement to the Responsible Parties (RPs) - MWE, MAAIF, and UNMA - for the project implementation. The partial causes of these delays can be attributed to potential insufficient capacity of the PMU and RPs as the following:   * Project AWPs and quarterly plans are not detailed enough and often lack budget notes and itemized cost estimates required by UNDP CO. Additionally undetailed plans may slow down implementation of the project Activities. The project has a multi-year plan until the end of the project produced in 2020, but the plan is not detailed (it is not clear Who, Where, What will do and How much it will cost); * Similarly project quarterly and annual technical reports sometimes do not correspond to the project expenses and are not in-line with UNDP requirements; * Procurement planning is not detailed enough to start the process as soon as the funding released. Moreover, current procurement process by UNDP, MWE, MAAIF, and UNMA is slow and can take 3-6 months and sometimes is longer than 12 months. Slow procurement is one of the reason of slow delivery of the project activities; * PMU and RPs do not fully use LDGs and NGOs potential to fast-track implementation of the project activities under Output 1 and 2; * MWE, MAAIF, and UNMA have insufficient cooperation in delivery of the project Outputs in coordinated way as one team; * Livelihood options provided to local communities as alternatives to agriculture in wetlands are sometimes not sufficient and sustainable enough to support local families. |
| **Average score:** | **MU (2)** |  |

**Figure 7.** GCF Project expenditures and project completion: blue – as planned in the project proposal; orange – actual expenses in in 2017-2020 and projected if no management changes are done; grey – project expenditures in 2021-2025 to complete the project on time; and yellow – project expenditures to complete the project by 2027 if the project extended for two additional years.

## Progress towards Results

**Overall Rating:** *Moderately Unsatisfactory (MU)*. The project had relatively long preparation period: the years of 2017, 2018, and 2019 were mainly used for some preparatory activities to deliver the project Outputs, like assessments, feasibility studies, and consultation with local communities. In 2020-2021 the project implementation was significantly slowed down by COVID-19 pandemic and related restrictions. As was discussed in the *Efficiency* section overall delivery of the project Outputs is estimated only in 33% of planned by the Mid-Term (Output 1 – 27%; Output 2 -16%; and Output 3 – 57%)[[69]](#footnote-69). The most significant progress for the project have been done on the Activities 3.1, 3.2, 3.3, and 3.4 that were implemented by 48%, 80%, 50% and 50% of planned by the Mid-Term respectively. The least progress have been done on Activities 1.2 (13%) and 2.2 (9%). Despite 28% of progress on Activity 1.3, total area of catchments restored by the project in 2017-2021 was only 50 ha. See Table 7 for details.

However, the Output indicators in the PRF reflect quite different progress on the Outputs delivery (see Table 8): thus, based on reported in APRs indicator values delivery of Output 1 can be estimated in 44% of the planned by the Mid-Term; Output 2 – 92%; and Output 3 – 98%. So, the PRF Output indicators and their values obviously do not provide a clear and adequate picture of the project progress.

The achievement of the proposed project Outcomes by the Mid-Term based on the PRF and project APRs 2017-2020 (see Table 8) can be very approximately estimated as the following:

* **Outcome 1.** Increased area under sustainable wetland and catchment management – 51% of the planned by the Mid-Term[[70]](#footnote-70);
* **Outcome 2.** Increased number of households in the project area practicing climate-smart agriculture and having non-agricultural wetlands-friendly sources of income; and increased area under climate-smart agriculture – 9% of the planned by the Mid-Term[[71]](#footnote-71);
* **Outcome 3.** Increased number of people in the project area receiving early warnings and using them to plan climate-smart livelihood options – 0.5% of the planned by the Mid-Term.

So, similar to the project Outputs, none of the project proposed Outcomes have been achieved against the planned Mid-term targets.

**Table 7.** Delivery of the Project Activities and Outputs

| **Outputs/Activities** | **Progress in delivery of key sub-activities and Outputs** | **% of Delivered vs Planned by the Mid-Term** |
| --- | --- | --- |
| **Output 1. Restoration and management of wetland hydrology and associated catchments** | Given the progress in delivery of Activities 1.1-1.4 reviewed below, overall progress in delivery of this Output is estimated in 27% of planned by the Mid-Term. | **27%** |
| **Activity 1.1.** Small-scale water storage and detention facilities designed and constructed or rehabilitated in critical waterways for communities to benefit from enhanced ecosystem functioning | Under this Activity in 2017-2021 the project restored 11,693 ha of wetlands (58% of 20,000 ha planned by the Mid-Term); demarcated 404 km of the wetland boundary (19% of 2,155 km planned by the Mid-Term); constructed 12 water retention facilities (38% of 32 facilities planned by the Mid-Term). Key progress on this activity (restoration of 11,128 ha of wetlands) was achieved in 2019-2020. Overall delivery of this Activity is 38% of planned by the Mid-Term. | **38%** |
| **Activity 1.2.** Improved inlet streams to increase water delivery | Under this Activity in 2017-2021 the project restored 2 inlet streams (13% of 16 streams planned by the Mid-Term) with total area of 757 ha. Stream restoration activities were conducted only in 2020. | **13%** |
| **Activity 1.3.** Degraded catchment areas rehabilitated, and land productivity improved | Under this Activity in 2017-2021 the project restored only 50 ha of degraded catchments (2,050 ha including baseline value) against total 7,000 ha (including baseline) planned by the Mid-Term (29%); trained 1,177 local community members on sustainable wetland management (22% of 5,200 trained people planned by the Mid-Term); and constructed 5 water and soil conservation structures in catchments (30% of 15 facilities planned by the Mid-Term) | **28%** |
| **Activity 1.4.** Strengthening wetland management practices | Under this Activity in 2017-2021 the project developed 10 Community Wetland/Catchment Management Plans (59% of 17 plans planned by the Mid-Term); trained 400 local community members in sustainable income generating activities in wetlands (15% of 2,712 people planned by the Mid-Term); established 3 Community Wetland Management Committees (30% of 10 Committees planned by the Mid-Term); and trained 50 central and local government staff in wetland management (9% of 550 trained staff planned by the Mid-Term) | **28%** |
| **Output 2. Improved agricultural practices and alternative livelihood options in the wetland catchment** | Given the progress in delivery of Activities 2.1-2.2 reviewed below, overall progress in delivery of this Output is estimated in 16% of planned by the Mid-Term. | **16%** |
| **Activity 2.1.** Crop diversification and resilient agricultural practices adopted | Under this Activity in 2017-2021 the project trained 160 district extension staff in climate-smart agriculture (25% of 640 trained staff planned by the Mid-Term); trained 3,320 farmers in climate-smart agriculture (52% of 6,350 trained farmers planned by the Mid-Term); established 74 farmers groups (30% of 250 established groups planned by the Mid-Term); established 6 site management committees (12% of 50 site management committees planed by the Mid-Term); provided 34 items of livelihood infrastructures (ponds, irrigation systems, livestock waterings) (40% of 85 provided items planned by the Mid-Term); established 0 tree nurseries out of 10 planned; and established 0 farmer schools out of 4 planned. | **23%** |
| **Activity 2.2.** Economically viable and sustainable Agri-based livelihood and income generating interventions introduced, and supported in the wetland and immediate catchment | Under this Activity in 2017-2021 the project trained 187 local people on alternative livelihood (1% from 20,000 trained people planned by the Mid-Term); established 6 job training centers (25% from 24 job centers planned by the Mid-Term); supported 2,197 people with alternative livelihood equipment and options (11% of 20,000 supported people planned by the Mid-Term); trained 0 local people in small business skills out of 2,000 trained people planned by the Mid-Term. | **9%** |
| **Output 3.**  **Strengthening access to climate and early warning information to farmers and other target communities to support wetland management** | Given the progress in delivery of Activities 3.1-3.4 reviewed below, overall progress in delivery of this Output is estimated in 57% of planned by the Mid-Term. | **57%** |
| **Activity 3.1.** Meteorological and hydrological infrastructural investments supported including additional manual and automatic weather stations, lightning sensors, hydrological monitoring equipment, agro-meteorological stations, forecasting equipment, and data archiving systems | Under this Activity in 2017-2021 the project installed 29 weather and water automatic monitoring stations (97% of 30 installed stations planned by the Mid-Term); developed zero online web forecasting platform linked to DWRM and UNMA’s official websites and information and management systems (0% of 1 online web forecasting platform planned by the Mid-Term). | **48%** |
| **Activity 3.2.** Capacity building of relevant staff on operation and maintenance of climate monitoring equipment, data interpretation, modelling and forecasting | Under this Activity in 2017-2021 the project trained 103 hydro-meteo technical staff in use of equipment and data analysis software (80% of 163 trained staff planned by the Mid-Term) | **80%** |
| **Activity 3.3.** Climate-related information/services provided to target areas, such as early warnings on flash floods and extreme weather, agricultural extension advice for a wide variety of crops, and short- to long-range weather forecasts | Under this Activity in 2017-2021 the project trained 128 change agents to interpret and disseminate climate information and weather advisories to the communities (98% of 130[[72]](#footnote-72) trained change agents planned by the Mid-Term); informed 214 farmers about advantages of climate advisory and early warning system (1% of 20,000 farmers planned by the Mid-Term). | **50%** |
| **Activity 3.4.** Customized ICT, mobile platforms, and other public and private communication channels identified and/or developed to support dissemination of the above information/services to the ‘last mile’ users to enable timely and urgent responsive action as well as short/medium/long-term planning for climate-dependent activities in sectors such as agriculture | Under this Activity by 2020 the project produced pilot weather information dissemination system that is being used to disseminate early warning information to local farmers in the project districts (50% of planned by the Mid-Term: fully functional weather information dissemination system). | **50%** |
| **Average score for project Output delivery versus planned by the Mid-Term:** | | **33%** |

**Table 8.** Project progress to achieve project Outcomesand Outputsagainst PRF Indicators

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Output/Outcome** | **Indicator** | **Baseline Value** | **Planned Value by Mid-Term** | **Actual Value by Mid-Term** | **% of Achieved vs Planned by Mid-Term** |
| **Outcome 1.** Increased area under sustainable wetland and catchment management | Total area under sustainable wetland and catchment management (restored + demarcated and sustainably managed = no decrease in wetland and forest area), ha | 2,525 | 27,000 | 13,747[[73]](#footnote-73) | 51% |
| **Output 1.** Restoration and management of wetland hydrology and associated catchments | Wetlands and natural grasslands rehabilitated, ha | 525 | 20,000 | 11,693 | 58% |
| Catchment areas restored, rehabilitated or enriched with grassed, herbaceous and  wooded vegetation, reducing loss of top soil, protecting riverbanks and improving infiltration in critical areas, ha | 2,000 | 7,000 | 2,050 | 29% |
| **Outcome 2.** Increased number of households in the project area practicing climate-smart agriculture and having non-agricultural wetlands-friendly sources of income; and Increased area under climate-smart agriculture | Total area under climate-smart agriculture, including agro-forestry, ha | 30 | 4,000 | 38 | 1% |
| Total number of HH practising climate-smart agriculture and alternative livelihoods | 150 | 15,500 | 2,649[[74]](#footnote-74) | 17% |
| **Output 2.** Improved agricultural practices and alternative livelihood options in the wetland catchment | % increase in agricultural incomes and alternative livelihoods in the project sites[[75]](#footnote-75) | 30 | 60 | 42.5 | 70% |
| Number of women involved in  livelihoods and employability  interventions in the project sites | 244 | 2,440 | ~2,793[[76]](#footnote-76) | 114% |
| **Outcome 3.** Increased number of people in the project area receiving early warnings and using them to plan climate-smart livelihood options | Number of males and females  reached by climate-related early warning systems and other risk reduction measures established/ strengthened | 2,950 | 1,685,000 | 8,550 | 0.5% |
| **Output 3.** Strengthening access to climate and early warning information to farmers and other target communities to support wetland management | % of population with access to improved climate information and drought, flood and severe storm warnings[[77]](#footnote-77) | 20% (of 3,900,000 people) = 780,000 | 60% (of 3,900,000 people) = 2,340,000 | 40% (of 3,900,000 people) = 1,560,000 | 67% |
| Number of early flood warning systems installed in vulnerable communities | 10 | 30 | 39 | 130% |

**Key Barriers in Delivery of the project Outputs.** Through analysisof the project documents and interviews with stakeholders, the following barriers for the project implementation have been identified:

* **Regular delays in release of the project funds**. Due to several reasons the PMU and RPs cannot receive GCF funds and start implementation of activities before the Q2 or even Q3 each year. This was called the most serious problem for the project implementation so far by majority of stakeholders interviewed. Because of the delays some PMU staff and field meteorological station guards stay without salaries for a few months. Also, delays in the project implementation negatively affect involvement of local communities and LDGs in the project activities and community trust to the project team. The key reasons for that issue are the following:

1. There are some delays in disbursement of the project funds from GCF to UNDP (e.g., in November 2020 UNDP requested a fund disbursement from GCF, but the funds were provided only in May 2021), but these delays are rare;
2. There are systematic delays in release of the project funds from UNDP to MWE, MAAIF, and UNMA due to long review and approval process of AWPs by UNDP (PSC approves AWPs and APRs at the end of November and they go to UNDP for clearance that takes 3-6 months). So, MWE, MAAIF, and UNMA receives funds from UNDP only in June each year in the best case. The release of funds is not coordinated and RPs receive the funds on different dates: e.g., in 2019 MWE received the funds on June 12, MAAIF – on October 18, and UNMA – on October 29. Difference between the date the funds are requested by the RPs and the date the funds are received from UNDP is sometimes as much as 55-77 days (2019 and 2020). The key reasons for a long UNDP clearance process are the following: (1) the AWPs sometimes are signed by the MWE’s Director of Environmental Affairs, but should be signed by a Permanent Secretary[[78]](#footnote-78); (2) AWPs and quarterly plans are not prepared in full accordance with UNDP requirements, are not detailed enough and often lack budget notes and itemized cost estimates required by UNDP; (3) APRs and quarterly reports are not detailed enough, have insufficient quality, and sometimes do not correspond to the project expenditures; (4) there is no clear communication between UNDP, PMU, and RPs on the requirements for planning and reporting;
3. Delays of funds release from MWE, MAAIF, and UNMA to LDGs and slow government procurement process. There is further delay that occurs between MWE and the districts. There is no information sent to district on how much money has been allocated to the district for implementation before it is transferred. The district requires that this information on money allocated is received early enough for inclusion in the budget vote in the IFMS financial system. When money is transferred without prior communication of the amount, it makes it difficult to access the money immediately because it has to undergo the long process of eventual inclusion in the IFMS financial system and authorization by the district council. Additionally, procurement process by UNDP, MWE, MAAIF, and UNMA is slow and can take 3-6 months (in some cases the process exceeds 12 months). Slow procurement is one of the reason of slow delivery of the project activities.

* **Lack of strong coordination between MWE, MAAIF, and UNMA to deliver the project Outputs.** MWE is responsible for overall project coordination and delivery of the Output 1; MAAIF – delivery of Output 2; and UNMA – for Output 3. As separate government entities all these agencies have different procedures for implementation of the project activities and tend to work separately and without coordination between themselves on delivery of the project Outputs. Uncoordinated delivery of the project Outputs results in misunderstanding of the project by local communities and LDGs in the project districts due to their confusion on roles of different partners for the project implementation. For example, MWE may start the wetlands restoration process in June, but MAAIF may start delivery of alternative livelihood options to local communities only in October. To be effective both wetland restoration and introduction of alternative livelihoods options should go simultaneously. The PMU organized joint project planning and reporting sessions with participation of MWE, MAAIF, and UNMA, but coordinated delivery of the project Outputs “as one team” is still lacking. Till 2020 MAAIF and UNMA tended to deal with UNDP directly instead of coordinating with the PMU/MWE for joint submission of plans, reports, and requests to UNDP. The situation with uncoordinated delivery of the project Outputs is also produced by large difference in the dates MWE, MAAIF, and UNMA receive the project funds from UNDP (e.g., MWE usually receives funds 3-4 months earlier than MAAIF and UNMA).
* **Insufficient understanding of and trust to the project by local communities**. Local communities in the project areas sometimes express mis-trust in the project interventions and are reluctant to leave wetlands due to the following reasons: (1) before 1990-s national government encouraged communities to occupy wetlands and extend area of agriculture, after that the government‘s message changed to “vacate the wetlands” as precious natural resource that need to be conserved; (2) communities expect compensation from the government for leaving the wetlands; (3) communities often think that the government want them to vacate the wetlands and then sell the land to foreign investors for development; (4) communities want to see immediate benefits after they vacate the wetlands but the project cannot provide the benefits immediately; (5) in some districts local politicians encourage communities to resist wetland restoration process and request compensation from the government; (6) alternative livelihood options provided by the project are sometimes not effective and sufficient enough to make a living, so some people come back to the wetlands for traditional agriculture; (7) uncoordinated activities and messages/promises from MWE, MAAIF, and UNMA contribute to overall confusion of local stakeholders about the project objectives; (8) significant delays with disbursement of funds for the project implementation negatively influence community involvement in the project activities and trust to the project team as no alternatives are provided on time as soon as community members leave wetlands.
* **Restoration of wetland catchments**. Catchments restoration activities were not prepared in 2017-2019 as well as wetlands restoration ones: no surveys and maps for catchment restoration were done. Another reason is that catchment restoration is mainly associated with reforestation activities that have to be done before dry season: due to systematic delays of fund transfers the project regularly missed the planting season to restore the catchments. Most of the project districts (apart from Pallisa) do not have wetland and catchment activity plans, wetland and catchment management plans and bi-laws. Additionally, the project AWPs are not downscaled at district/ project site level to reflect planned wetland and catchment restoration and other activities in each project district.
* **COVID-19 pandemic restrictions**. COVID-19 pandemic and associated government restrictions had significant negative impact on the project implementation. All project activities were temporarily stopped or critically slowed down in 2020-2021.
* **Extreme Climate Events**. In 2020 many project activities were delayed by flooding in Lake Kyoga basin due to intensive and prolonged rainfall from April to November.

## Project Implementation and Adaptive Management

**Management Arrangements.** *Moderately Satisfactory (MS).* The project PSC is very representative of national government agencies (9 agencies) and includes representatives of LDGs and NGOs (IUCN, Environment Alert) and UNDP, 17 members total. Since 2018 PSC held at least 8 meetings, discussed and approved all projects AWPs and APRs, indicated key problems for the project implementation and suggested potential solutions to move the project forward. The PMU is fully staffed with 12 employees total, including 5 specialists from the Ministry of Water and Environment. PMU has one central office in Kampala at MWE and two regional offices in the project regions. All PMU staff works full-time, except Project Technical Advisor who works part-time. However, GoU employees in the PMU have other responsibilities not directly associated with the project implementation. The IE team did not find ToRs for 5 PMU employees. Some PMU staff (officers on contracts with UNDP) experiences delays in salary payments due to long approval process of project AWPs and disbursement of funds from UNDP to MWE. The PMU is supported by the TWG that consists of 52 members of technical staff from different institutions. No specific ToR were identified for the Technical Working Group. There are three Responsible Parties (RPs) – WMD/MWE, MAAIF, and UNMA – responsible for delivery of Output 1, 2, and 3 respectively (see Fig. 5). UNDP plays a role of Accredited Entity for the GCF grant, it directly receives GCF payments and releases them to the GoU. In relation to the GCF project, UNDP provides the project cycle management services which are: (i) project preparation oversight; (ii) project implementation oversight and supervision, including financial management; and (iii) project completion and evaluation oversight. Collaboration between the PMU, RPs and UNDP is not yet sufficient and straightforward, and that results in regular prolonged approval of the project AWPs and disbursement of funds to the PMU and RPs for implementation (see Table 9 for details).

**Work planning.** *Moderately Satisfactory (MS).* The official project implementation started in August 2017. However, a project Inception Workshop was organized only at the end of November 2017. Since 2018 the project has experienced regular delays and under-delivery almost on all Activity and Output targets stated in AWPs 2018-2021 (see Progress Towards Results section). The Work Plan for the entire project with annual targets for project Activities was developed in 2020 in response to recommendations by the PSC in 2019 and 2020. However, the multi-year plan is not detailed (it is not clear Who, Where, What will do and How much it will cost) and not downscaled at the project district level. The PMU produced Annual Work Plans (AWPs) 2017-2021 that all were approved by PSC. The AWPs are produced using standard UNDP template that does not provide sufficient details to guide the project implementation. The AWPs are not downscaled to the project districts, so it is unclear what is planned in each of the districts. LDGs are not involved in development of AWPs. As a result, there are cases of uncoordinated activity planning for adjacent districts sharing same wetlands. In different AWPs same actions were planned under different Activities and that is confusing and makes it difficult to monitor the progress against each Activity. All AWPs were approved by UNDP only in March (e.g., AWP 2021) or even in June (e.g., AWP 2020), so the project annually lose Q1 and sometimes Q2 for implementation (see Table 9 for details).

**Finance and Co-finance**. *Moderately Satisfactory (MS).* As we mentioned above, project AWPs with budget are regularly produced and approved by PSC in November. However, their approval at UNDP takes another 3-5 months. Generally, in 2017-2021 total GCF budget planned in AWPs (US$ 15,993,662) accurately reflects GCF’s funds disbursement in the project proposal (US$ 16,111,627) for the same period. As was mentioned in the previous section AWP budgets provide total amounts reserved for different actions without description how that budget estimates were produced and how much money is allocated to each project district. In 2017-2021 annual project expenditures were low in comparison with the budgets planned in AWPs 2017-2021. Thus, in 2017 the project spent 4% of GCF funds planned in the AWP; in 2018 – 69%; in 2019 – 61%; in 2020 – 40%. In 2021, only 1.6% (by the end of Q2 2021: 3 weeks after the first tranche of funds disbursement in 2021 was released on 6th June 2021). Total project expenses of GCF funds for 2017-2021 (Q1 and Q2) so far is 31% of the amount planned for the same period in the AWPs and consistent with project Output delivery rate (33% of planned by the Mid-Term) (see Progress Towards Results section). Similarly, actual expenses to deliver the Outputs are significantly lower than the amount that was planned in AWPs 2017-2021: 36% - for Output 1, 27% - for Output 2, and 27% - for Output 3 (Fig. 8). Difference between the date the funds are requested by the RPs and the date the funds are received from UNDP is sometimes as much as 55-77 days (2019 and 2020) (Fig. 9). Additionally, MAAIF and UNMA receive funding 3-4 months later than MWE, and that does not allow simultaneous delivery of Outputs 1-3 (2018, 2019, 2020) (Fig. 10). In 2020 the RPs received from UNDP only 50% of requested funding (Fig. 11). By the Mid-Term, the project was audited three times by independent auditors: in 2018, 2019, and 2020. Slow release of funds for the project activities and systematic project budget under-delivery was reported as a High Risk for the project implementation in the Audit Report 2020. Actual project co-financing provided by GoU and UNDP in 2017-2020 (US$7,869,164) was relatively consistent with the amount planned in the project proposal for the same period (US$ 8,907,000), or 88% of the promised amount (see Table 9 for details).

**Figure 8.** Planned budget and actual expenses of the GCF project funds in 2017-2021. Information for 2021 is captured only for the Q1 and Q2 2021.

**Figure 9.** Difference (days) between the dates project funds were requested by the MWE, MAAIF, and UNMA and the dates the funds received by the RPs from UNDP in 2018, 2019, and 2020

|  |  |  |
| --- | --- | --- |
| **2018** | **2019** | **2020** |

**Figure 10.** Dates the project funds were received by MWE, MAAIF, and UNMA in 2018, 2019, and 2020.

**Figure 11.** Project funds requested by MWE, MAAIF, and UNMA from UNDP and actual funds received from UNDP in 2020

**Coherence in climate finance delivery with other multilateral entities.** *Satisfactory (S).* The project directly collaborate with UNDP/ADA Project “Restoration of Wetlands and Associated Catchments Project in Eastern Uganda” (€ 1,900,000, 2021-2023) and UNDP pilot Gender-Based Violence (GBV) prevention project in GCF project districts (US$ 400,000; 2018-2020). The key project contribution to climate change adaptation in Uganda in 2017-2020 can be summarized like the following:

* 11,693 ha of wetlands restored in 4 years. In comparison in 2015-2018 WMD restored only 2,515 ha of wetlands in Uganda. So, the project increased wetlands restoration rate in almost 5 times as an adaptation measure to climate change (Output 1);
* As a result of Output 2 activities 2,649 households[[79]](#footnote-79) in the project districts started to practice climate-smart agriculture and alternative livelihood options to increase their resilience to climate change;
* 8,550 local people started to receive early warnings and weather forecasts to adapt their agricultural activities and livelihood to climate change effects (e.g., droughts and floods) (Output 3);
* Political will for wetlands restoration process as a climate change adaptation measure was raised up the to the highest level of GoU. Thus, the President of the Republic of Uganda, H.E Yoweri Kaguta Museveni, expressed his interest to scale up the project approaches in 2019. As a result, government has prioritized implementation and scale up of the project model (mainly Limoto wetland best practices) in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country as part of its commitment to use nature-based solutions for realizing Nationally Determined Contributions (NDC) ambition commitment to Paris Agreement;
* MWE got status of GCF Accredited Entity as a result of successful development of this project and currently it can apply for GCF support directly (through Direct Access Modality)

**M&E System.** *Satisfactory (S)*. The project has a standard M&E plan for UNDP projects. Total budget for the M&E Plan is US$ 605,000, including US$ 507,000 from the GCF grant and US$ 98,000 of co-financing. Additionally, in 2020 the PMU produced a Project Implementation Manual with detailed section for M&E procedures. The project Output and GCF Outcome indicators in the PRF are relevant, however, Output 2 indicators do not provide adequate measurement of the progress (see progress Towards Results section for details). There are no performance indicators for the project Activities that are diverse and need to be monitored on quarterly basis. Project M&E Plan is consistent with the Uganda’s UNDAF (2016-2020), the National Development Plan III (2021-2025), the Uganda’s Intended Nationally Determined Contribution (INDC) 2015. The project Output and GCF Outcome indicators are updated annually in the APRs with explanation of the Indicator’s values. Additionally, the project briefly reports update on the Output Indicators and progress on Activity annual targets in the Quarterly Reports. The PMU as well as MWE, MAAIF, and UNMA organize monitoring trips to the project sites and meet with local communities, LDGs and other stakeholders, however, the trips are rare and unsystematic. The Field Monitoring Reports produced by the PMU have a lot of very useful insights for the project implementation and need to be conducted regularly. Since 2018 the PMU has an Environmental and Social Safeguards Officer (seconded from MWE). The project monitor SESP and project risks quarterly. The project SESP was updated in 2019 and currently contains 13 risks, including those mentioned above (but except Climate Change Mitigation and Adaptation). It is interesting that such a risk as COVID-19 pandemic is absent in the SESP update for 2020. In December 2019 the project ESMP was updated to ESMF that consider almost all project risks and is used to conduct site specific ESIAs and guide development of site specific ESMPs. In 2020 in accordance with the ESMF (2019), the project produced the Livelihood Restoration Plan with an objective to restore livelihoods of communities affected by the wetlands restoration process through opting for alternative livelihoods opportunities (see Table 9 for details).

**Stakeholder Engagement.** *Moderately Satisfactory (MS).* The Project Stakeholder Engagement Plan was updated in 2021 to include a full complex of stakeholder engagement strategies. Overall, the project has used a full set of strategies and tools for stakeholder engagement in 2017-2021 recommended for UNDP projects. The stakeholder engagement activities are negatively affected by (1) significant delays in fund disbursement to MWE, MAAIF, and UNMA; (2) uncoordinated delivery of Outputs 1, 2, and 3; and (3) sometimes insufficient and unsustainable alternative livelihood options provided by the project to local communities to move out of the wetlands. Overall, community engagement is below then what was planned by the Mid-Term: ~25% of total planned community members involvement in 2017-2020. LDGs are directly involved in the project implementation in the target districts through MoUs with MWE, MAAIF, and UNMA. However, actual involvement of LDGs in the project implementation is insufficient: they are not involved in the project planning and not provided with sufficient resources to deliver project Outputs. Many districts (especially in Eastern Uganda) have very low Output delivery on the ground. Additionally, current level of the project engagement with NGOs as partners is not enough. Grievance Redress Mechanism (GRM) for the project was developed only in 2020, but it is still non-operational (see Table 9 for details).

**Reporting.** *Moderately Satisfactory (MS).* The project Inception Report was produced by the end of November 2017 and it was approved by UNDP in December 2017. The Report in sufficient details describes results of the Inception Workshop attended by more than 60 stakeholders, including stakeholders from LDGs. The only one critical thing that is missing in the Report is the review of the project Output and Outcome Indicators in the PRF. The PMU regularly produces Annual Performance Reports (APRs) using standard GCF template. Overall, the APRs are detailed and informative enough and contain update on the project progress against Activities, Outputs using annual targets, and Output and Outcome Indicators in the PRF. However, APRs does not contain information on delivery of the project Activities and Outputs by project districts. All APRs were submitted to GCF by March 1 without exclusions and all APRs were approved by the PSC. Additionally, PMU produces Quarterly Reports and submit them to UNDP. Quarterly Reports are provided in a table format with brief update on progress against each Activity and quarterly expenditures. UNDP raised concerns that the project quarterly reports are not detailed enough, have insufficient quality, and sometimes do not correspond to the project expenditures. There are delays in the submission of district field reports to the PMU (the reports are submitted through regional wetland officers and MWE). Adaptive management changes are reported in APRs, however, it looks like adaptive management did not help the project a lot to overcome barriers on the way to achieve project targets in 2017-2021. The project briefly documents lessons learned in the APRs, however, the lessons generated by the project are mainly managerial, but not technical (see Table 9 for details).

**Communication.** *Moderately Satisfactory (MS).* The PMU has a Communication Officer, who is responsible for the project communication with stakeholders. The project communications are guided by the well-developed Communication Strategy 2020-2025 and Media Plan 2020. The President of Uganda refers to the Project in all his communication to the Nation as “the model wetland wise-use project”. The project uses more than 15 communication channels to reach out to national and local level stakeholders. The project organizes community involvement meetings in all locations, before wetland restoration/demarcation process or any other project activity to take place. Communication and engagement with local communities was mentioned as one of the project successes. However, there are some issues for attention, like the following: (1) communities and DLGs want “immediate” benefits from the project and have relatively low buy-in for delayed benefits (e.g., like benefits from climate-smart agriculture or turkey breeding that are sometimes questionable and not immediate); (2) different RPs conduct uncoordinated communication with local communities that results in misunderstanding and promises that cannot be always kept. Overall, project communication to the project district is has some challenges (e.g., some communities asked the IE team whether the project is still implemented). PMU communication with UNDP cannot be called effective too, as it always results in delayed approval of the project AWPs by UNDP and slow delivery of the project Outputs (see Table 9 for details).

**Table 9.** Review of the project implementation and adaptive management

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| **Evaluation criteria** | **Evaluation Score** | **Justification** | | | |
| **Management arrangements** | | | **MS (3)** | | |
| Project Management Structure | **S (4)** | Original Project Management structure described in the prodoc includes the Project Steering Committee (PSC), coordinated by MWE and composed of MAAIF, UNMA, NEMA, IUCN, Environment Alert, UNDP CO, and GCF NDA(MoFPED) and PMU (consisted from the Project Manager, Environmental Safeguard Specialist, Gender Specialist, and Monitoring and Evaluation Specialist)[[80]](#footnote-80).  Based on recommendations of the project Inception Workshop, the PSC was strengthened by representatives of DLGs, with a Chairperson from Eastern and South-western Uganda, on a rotational basis, nominated by the PS, Ministry of Local Governments. For 2020, PSC district membership was held by Bushenyi and Mbale DLGs representatives which was handed over to nomination of Kisoro and Bukedea Districts for 2021 representation. The PSC also includes the Ministry of Lands, Housing and Urban Development, Ministry of Local Governments, National Forest Authority, and Uganda Wildlife Authority. The 17 PSC members therefore include 5 Permanent Secretaries, UNDP RR, 5 Executive Directors and 2 District Chairpersons representing the 2 regions. The PSC is very representative and brings a variety of mandates, expertise and experiences. Despite significant numbers of PSC members, PMU has no difficulties to hold regular PSC meetings and finds it very helpful to support the project implementation.  Current PMU has 12 of staff, including 5 specialists from the Ministry of Water and Environment. PMU has one central office in Kampala at MWE and two regional offices in the project regions (Mbarara and Mbale) which share office premises with the decentralized regional offices of MWE.  Additionally, the project has a Technical Working Group that consists of 52 members of technical staff from PMU, MWE, NEMA, UNMA, MAAIF, UNDP, Environment Alert, World Vision, and IUCN. However, no ToR for the Technical Working Group has been developed.  At district level the project implementation is supported by DLG Technical Implementation Team, chaired by a Focal point nominated by the Chief Administrative Officer (CAO) of the respective district. | | | |
| Structure and functionality of the project management unit | **MS (3)** | As we mentioned above the PMU for the project is quite big and has the following staff:   * National Project Coordinator (fixed term contract); * Project Liaison Officer (GoU employee); * Project Technical Advisor (fixed term contract); * Principal Wetlands Officer (GoU employee); * Project Accountant (fixed term contract); * Project Management Specialist (fixed term contract); * Project M&E Specialist (fixed term contract); * ESSD Specialist (fixed term contract); * Communications Specialist (fixed term contract); * Gender Officer/ MWE Focal Point (GoU employee); * 2 Regional Wetlands Coordinators (GoU employee, located in the project regions)   However, there are no representatives of the MAAIF and UNMA in the PMU.  All PMU staff work full-time, except Project Technical Advisor who works part-time. However, GoU employees in the PMU may have other responsibilities, not directly associated with the project implementation. There are no ToRs for the Project Liaison Officer, Principle Wetlands Officer, Regional Wetlands Coordinators, Project Accountant and Communications Officer.  In 2020 Mr. Paul Mafabi (RIP), former National Project Coordinator (NPC), passed away, and the position of the NPC was filled only in 2021. However, the NPC role that period was implemented by the Project Liaison Officer.  Some PMU staff experiences delays in salary payments due to long approval process of project AWPs and disbursement of funds from UNDP to MWE. | | | |
| Level of support of project management team from UNDP CO | **MU (2** | UNDP plays a role of Accredited Entity for the GCF grant, it directly receives GCF payments and releases them to the GoU. In relation to the GCF project UNDP provides the project cycle management services which are: (i) project preparation oversight; (ii) project implementation oversight and supervision, including financial management; and (iii) project completion and evaluation oversight.  UNDP Uganda is a member of the PSC and Technical Working Group and also provide a co-financing for the project. Based on the request of GoU, the UNDP CO provides the following Direct Project Services for the project:   * procurement of goods and equipment; * administrative and customs clearance; * logistics for delivery; * procurement of services; * processing terms of reference for recruitments; * consultant recruitments * advertising; * short-listing & selection; * contract issuance; * administrative services for consultant mobilization; * payments; * creation of vendor forms; * issuing of cheques.   Audit reports and PMU indicate slow and insufficient release of GCF funds from UNDP to GoU to implement planned project activities. Release of the funds was indicated as the key issue at the 3rd PSC meeting in 2018 with a recommendation to review and streamline fund release process. Review of the project AWPs takes UNDP CO up to 3-4 months after the plans are approved by PSC. The UNDP attributed the delays to low quality of the project AWPs, quarterly plans, and reports, and low absorption of the released funds by the RPs. Additionally, UNDP sometimes delays (over 2 month) to provide feedback on audit queries.  Other recommendations to UNDP from PSC 2018 – to organize procedural trainings for the PMU on UNDP procedures and requirements – are implemented annually. However, the PMU indicates that the trainings provided are general and not project specific. So, they do not help a lot to improve the project performance.  UNDP assists the Implementing Partner in undertaking procurement processes directly through UNDP and also disburses funds directly to MWE, MAAIF, and UNMA. | | | |
| Level of support of the project management from Ministry of Water and Environment, other government agencies, and local administrations | **S (4)** | Overall, project support from national government is very high. Thus, the President of the Republic of Uganda, H.E Yoweri Kaguta Museveni, expressed his interest to scale up the project approaches in 2019. As a result, government has prioritized implementation and scale up of the model in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country as part of its commitment to use nature-based solutions for realizing Nationally Determined Contributions (NDC) ambition commitment to Paris Agreement[[81]](#footnote-81).  MWE provided a well-equipped office for the PMU and seconded 5 MWE officers to the Unit. Additionally, MWE has provided sufficient co-financing in line with what was proposed in the project document. PSC is highly representative and includes officers from 9 government agencies (4 government agencies are also members of TWG), and two representatives of DLG from the project regions.  Two regional project offices are set up in the project regions and there are DLG Technical Implementation Teams in the project districts, officially designated by the Chief Administrative Officer (CAO) of the respective Districts to spearhead the GCF wetland restoration Project.  DLGs in the project districts are mainly supportive to the project. However, APR 2018 mentions “a mismatch in the expectations of the local government and community members” as a potential reason for the project delayed implementation. | | | |
| Level of support of the project management from the Project Steering Committee | **S (4)** | As mentioned, the project PSC is very representative of national government agencies and includes representatives of LDGs and NGOs (IUCN, Environment Alert). Since 2018 PSC held at least 8 meetings, discussed and approved all projects AWPs and APRs, indicated key problems for the project implementation and suggested potential solutions to move the project forward. All that is accurately reflected in the PSC meeting minutes. Overall, PMU finds PSC very supportive and fast in approval of the project AWPs and APRs. | | | |
| **Work planning** | | | | **MS (3)** | |
| Actual start of the project implementation and delay issues if any (reasons for the delay) | **MU (2)** | The official project implementation started in August 2017, however, a project Inception Workshop was organized only at the end of November 2017. Thus, in 2017 the project had very limited time to roll out initial activities. Despite that, the initial PMU was formed in 2017, APR 2017 was produced by March 2018 and AWP 2018 was developed and approved by the PSC.  Since 2018 the project has been experienced systematic delays and under-delivery almost on all Activity and Output targets stated in AWPs 2018-2021 (see Progress Towards Results section). By the time of the IE overall delivery of the project Outputs was estimated at 33% of expected by the Mid-Term. In accordance to the APRs 2018-2020 the key reasons for delays are the following:   * Year 2018 was mainly spent on stakeholder consultations, feasibility assessments, procurement of equipment, and preparation activities to ensure smooth delivery of the project Outputs; * “the activities proposed by the project to meet the needs of the most vulnerable people living in, or close to the wetlands are beyond the current capacities of the MWE”[[82]](#footnote-82); * delays in contracting Consultants for design studies and other qualified work due to low number of consultants with sufficient qualification and very low number of applications that were either underqualified or too expensive at the same time (so tenders needed to be repeated several times)[[83]](#footnote-83). * “poor initial site planning for restoration and a lack of follow up by District Staff”; * “a great deal of time and effort was spent on procurement of essential items as well as contracting the studies needed for the project to proceed” (many procuring items turned out to be unavailable); delayed procurement; * “a mismatch in the expectations of the local government and community members” on irrigation systems; * “land acquisition fears from local communities” slow down the process of moving community activities out of wetlands; * “Lack of formal MoUs between MWE and UNMA and MWE and MAAIF affected the flow of funds to the Ministries which was delayed”[[84]](#footnote-84); * “Small number of fulltime staff which is dedicated to this project, from both UNDP as well as the GoU”; * delays in funds disbursement (from GCF to UNDP and subsequently to RPs); * prolonged rainy seasons and flooding that affected construction of water retention facilities; * prolonged community engagement processes; * COVID-19 pandemic travel and meeting restrictions; * “The Election period (October 2020 to February 2021) affected many of the planned stakeholder engagements due to the meetings organized by aspirants targeting the same communities”.   Additionally, the IE team found the following issues that delay the project implementation:   * Some District staff reported that they are rarely involved in site planning for construction of dams, fish ponds and are not facilitated to follow up on project activities once the MWE, MAAIF and UNMA are back to Kampala; * Delay in the delivery of livelihood options and sometimes their insufficient quantity and quality slow down the process of voluntary vacation of target wetlands by local communities. | | | |
| Presence and quality of a Work Plan for entire project lifetime | **MS (3)** | The Work Plan for the entire project with annual targets for project Activities was developed in 2020 in response to recommendations by the PSC in 2019 and 2020. However, the plan is not detailed (it is not clear Who, Where, What will do and How much it will cost) and not downscaled at the project district level. | | | |
| Quality of the annual and quarterly work/activities planning | **MU (2)** | The PMU produced Annual Work Plans (AWPs) 2017-2021 that were approved by PSC. The AWPs are produced using standard UNDP template that does not provide sufficient details to guide the project implementation. For example, the project just targets to restore 4,000 ha of wetlands during a year in an AWP, but does not explain how that total figure was generated and where restoration process will take place and how much area will be restored in each project location or district, who is responsible for supervising and delivery of this result, and what are roles of different partners (e.g., WMD, NGO, and LDG) in the restoration process. Also, it is not clear how annual budget for a particular action (e.g., wetland restoration) was generated. There are cases of uncoordinated planning for adjacent districts sharing same wetlands. Uncoordinated project implementation between districts undermines wetland restoration and sustainable management practices in the project sites. LDGs are not involved in development of AWPs. Additional issues raised by UNDP about planning are the following: (1) the AWPs sometimes are signed by the MWE’s Director of Environmental Affairs, but should be signed by a Permanent Secretary; (2) AWPs and quarterly plans are not prepared in full accordance with UNDP requirements, are not detailed enough and often lack budget notes and itemized cost estimates required by UNDP; (3) the RPs provide insufficient resources to district technical staff and involve only a few NGO partners to deliver AWP activities and fast track the project delivery.  In different AWPs same actions were planned under different Activities and that is confusing and makes it difficult to monitor the progress against each Activity. For example, development of water retention facilities was planned under Activity 1.1 and 1.2; development of livelihood infrastructure (irrigations systems, fish ponds, etc.) was planned under Activities 2.1 and 2.2; installation of hydro-meteorological stations was planned under Activity 3.1 and 2.2.  Additionally, we noticed that some AWPs were approved by UNDP only in March (AWP 2021) or even in June (AWP 2020), and that was referred to by many stakeholders as one of the key reasons for project consistent under-delivery. | | | |
| Quality of the PMU internal weekly/monthly planning | **S (4)** | PMU holds weekly planning and reporting meetings and carefully document the meetings discussions and decisions in the minutes. However, Regional Offices and DLG Teams hold their own meetings in the regions/districts and provide copy of the meeting minutes to the PMU. | | | |
| Project Adaptive Management | **S (4)** | Project operational management has been set up since 2017 and adaptive management has been practiced regularly. For example, the PMU removed SDG and UNDP Strategic Plan Indicators from the PRF as unpractical. In 2018 PMU suggested adaptive changes for the PRF Indicators. Additionally total level of SESP risks for the project was correctly adjusted as Moderate in 2018. Since 2017 the project has briefly documented lessons learned in APRs. The number of project districts was increased from 16 (2017) to 24 (2019) to cater for sub-dividing of some original districts into new smaller ones. However, the project intervention area remained unchanged. Due to difficulties to achieve the targets for Output 1-2 in 2018-2020 the PMU suggested to decrease the target for total area of catchments restored and adjust Output 2 indicators. | | | |
| **Finance and Co-finance** | | | **MS (3)** | | |
| Quality of planning of the project annual budget | **MS (3)** | Project AWPs with budget are regularly produced by the end of November and approved by PSC for final approval by January. However, their approval at UNDP takes another 3-4 months. Generally, in 2017-2021 total GCF budget planned in AWPs (US$ 15,993,662) is accurately reflects GCF’s funds disbursement in the project proposal (US$ 16,111,627) for the same period. However, planned budgets for 2017 (8.8% of GCF disbursement amount) and 2019 (51.2%) were significantly lower than planned GCF’s disbursement for the same years. That unambitious planning was compensated by AWPs 2018 (178% of planned GCF disbursement) and 2021 (160%). As was mentioned in the previous section AWP budgets provide total amounts reserved for different actions without description of how that budget estimates were produced and how much money will be allocated to each project district. | | | |
| Project financial management:  variance between planned and actual expenses | **MU (2)** | Given regular delays in disbursement of the annual project funds to MWE, MAAIF, and UNMA and other complications described above, annual project expenditures were low in comparison with the budgets planned in AWPs 2017-2021. Thus, in 2017 the project spent 4% of GCF funds planned in the AWP; in 2018 – 69%; in 2019 – 61%; in 2020 – 40%; and in 2021 – only 1.6% (by the end of Q2 2021, where funds were received from UNDP in June 2021).  Total project expenses of GCF funds for 2017-2021(Q1 and Q2) so far is 31% of the amount planned for the same period in the AWPs and consistent with project Output delivery rate (33% of planned by the Mid-Term) (see Progress Towards Results section)  There is no information sent to districts on how much money has been allocated to the district for implementation before it is transferred. The district requires that this information on money allocated is received early enough for inclusion in the budget vote in the IFMS financial system. | | | |
| Project expenses to deliver Outputs | **MU (2)** | Total amount of GCF funding planned for Outputs 1 and 2 in AWPs 2017-2021 is consistent with the project proposal: thus, total amount of funds planned for Output 1 in the AWPS represents 96% of the budget planned for the Output in the project proposal for 2017-2021. For Output 2 this figure is 90%. However, budget planned for Output 3 in AWPs 2017-2021 is 30% higher than planned in the proposal for the same period (130%). However, actual expenses to deliver the Outputs are significantly lower than the amount that was planned in AWPs 2017-2021: 36% - for Output 1, 27% - for Output 2, and 27% - for Output 3. | | | |
| Annual project audit reports | **S (4)** | By the Mid-Term the project was audited 3 times by independent auditors: in 2018, 2019, and 2020. Slow release of funds for the project activities and systematic project budget under-delivery was reported as a High Risk for the project implementation in the Audit Report 2020. Overall, over issues in the reports were ranked as Low or Moderate Risk. | | | |
| Changes made in the project budget as a part of Adaptive Management | **MS (3)** | In the framework of the project adaptive management the PMU progressively increased the total planned budget in AWPs 2017-2021 trying to increase the project delivery and expenditures: from US$ 231,457 in 2017 to US$ 6,690,358 in 2020. Additionally, the project started to practice direct fund release from UNDP to MWE, MAAIF, and UNMA. However, these adaptive changes did not increase the project expenditures due to reasons considered above. Given the project expenditures in 2017-2021 it is projected to be completed only in 2033 (8 years behind the schedule). To finish the project on time (by 2025), the expenditure rate should be US$ 4,813,203/year starting 2021. That looks like a quite realistic target if regular delays of fund disbursement form UNDP to RPs are eliminated. | | | |
| Difference between planned and actual co-financing commitments | **S (4)** | Actual project co-financing provided by GoU and UNDP in 2017-2020 (US$7,869,164) was relatively consistent with the amount planned in the project proposal for the same period (US$ 8,907,000), or 88% of the promised amount. The GoU provided 95% of the planned government co-financing in the project proposal for 2017-2020; while UNDP – 48% of the planned UNDP co-financing amount for the same period. | | | |
| **Coherence in climate finance delivery with other multilateral entities** | | | | | **S (4)** |
| Level of project partnership and cooperation with other climate change adaptation projects and programs in Uganda | **S (4)** | The project directly collaborate with UNDP/ADA Project “Restoration of Wetlands and Associated Catchments Project in Eastern Uganda” (€ 1,900,000, 2021-2023) and UNDP pilot Gender-Based Violence (GBV) prevention project in GCF project districts (US$ 400,000; 2018-2020) | | | |
| Overall project impact and contribution to climate change adaptation in Uganda | **S (4)** | The key project contribution to climate change adaptation in Uganda in 2017-2020 can be summarized like the following:   * 11,693 ha of wetlands restored in 4 years. In comparison in 2015-2018 WMD restored only 2,515 ha of wetlands in Uganda. So, the project increased wetlands restoration rate in almost 5 times as an adaptation measure to climate change (Output 1); * As a result of Output 2 activities 2,649 households[[85]](#footnote-85) in the project districts started to practice climate-smart agriculture and alternative livelihood options to increase their resilience to climate change; * 8,550 local people started to receive early warnings and weather forecasts to adapt their agricultural activities and livelihood to climate change effects (e.g., droughts and floods) (Output 3); * Political will for wetlands restoration process as a climate change adaptation measure was raised up to the highest level of GoU. Thus, the President of the Republic of Uganda, H.E Yoweri Kaguta Museveni, expressed his interest to scale up the project approaches in 2019. As a result, government has prioritized implementation and scale up of the project model (mainly Limoto wetland wise use best practices) in its third National Development Plan (2021-2025). The President has also initiated efforts to mobilize up to $200 million towards scale up of the project across the country as part of its commitment to use nature-based solutions for realizing Nationally Determined Contributions (NDC) ambition commitment to the Paris Agreement; * MWE got status of GCF Accredited Entity as a result of successful development and implementation of this project and currently it can apply for GCF support directly (through Direct Access Modality) | | | |
| **M&E System** | | | | **MS (4)** | |
| Quality of the project M&E plan and its relevance to the Objective and Outcomes | **S (4)** | The project has an M&E Plan presented as an Annex 8 in the project document. Total budget for the M&E Plan is US$ 605,000, including US$ 507,000 from the GCF grant and US$ 98,000 of co-financing. Additionally, in 2020 the PMU produced a Project Implementation Manual with a detailed section for M&E procedures. The project Output and GCF Outcome indicators in the PRF are relevant, however, Output 2 indicators do not provide adequate measurement of the progress (see progress Towards Results section for details). There are no performance indicators for the project activities that are diverse and need to be monitored on quarterly basis. However, in the AWP the project sets annual targets for all activities. | | | |
| Consistency of the project M&E system with national SDGs, NDC and other national reporting systems | **S (4)** | Starting the project implementation in 2018 the PMU removed SDG and UNDP Strategic Plan Indicators from the PRF, on grounds of being unpractical.  However, the project M&E Plan is consistent with the Uganda’s UNDAF (2016-2020) *Outcome 3.1. Natural Resource Management and Climate Change Resilience: By end 2020, Natural resources management and energy access are gender responsive, effective, and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience*. Thus, one of the targets for this Outcome is to ensure no loss of wetlands from 2013 (10.9% of national area). Additionally, one of the targets of Output 3.1.2 (under Outcome 3.1) is establishment “of harmonized functional national climate information and early warning system”. Output 3.1.3 plans to increase early warning system coverage up to 12% of Uganda population by 2020.  Additionally, the project M&E Plan is consistent with the National Development Plan III (2021-2025) that has one of the goals to increase wetland cover in Uganda from current 10.9% to 12% by 2025 and 13% - by 2040. Similarly, Uganda’s Intended Nationally Determined Contribution (INDC) 2015 targets to restore approximately 260,000 ha of wetlands by 2030. | | | |
| Frequency and quality of update of the project indicator values and data credibility | **S (4)** | The project Output and GCF Outcome indicators are updated annually in the APRs with explanation of the Indicator’s values. Additionally, the project briefly reports update on the Output Indicators and progress on Activity annual targets in the Quarterly Reports. | | | |
| Difference between planned and actual expenses for the project M&E | **N/A** | Not assessed due to difficulties to extract information about M&E expenses from APRs (Financial Information section) | | | |
| Use of M&E framework for the project adaptive management | **S (4)** | PMU has progressively increased annual targets for Activities and Outputs in 2017-2021 to achieve Mid-Term targets stated in the PRF, however, majority of annual targets as well as the Mid-Term targets were not achieved (see Progress Towards Results section). Additionally, in 2018 PMU suggested adaptive changes for the PRF Indicators, but this request was not addressed by GCF. | | | |
| Stakeholder participation in the project M&E, including women | **MS (3)** | The PMU as well as MWE, MAAIF, and UNMA organize monitoring trips to the project sites and meet with local communities, LDGs and other stakeholders. For example, PMU produces Field Monitoring Reports (IE team found only 3 such reports, 2 for 2019, and one for 2021) that are developed based on local stakeholder input. Based on the Field Monitoring Report 2021, the M&E survey in Kibuku District involved 84 households (84 respondents total) of the project beneficiaries, with 45% of respondents represented by women. The Field Monitoring Reports have a lot of very useful insights for the project implementation. However, they are rarely conducted by PMU. Field M&E Survey in Pallisa in 2019 involved 96 households in 5 villages (48% of beneficiaries involved in the survey are females) (Field Monitoring Report 2019).  Additionally, PMU BTORs contains some information that potentially can be used for the project M&E (collected through meetings with local communities).  In the current IE mission, 132 stakeholders were involved in the process at national and project district level. | | | |
| Quality of monitoring and management of the project risks and Environmental and Social Safeguards risks | **MS (3)** | The PMU updates UNDP Risk Logs quarterly.  Since 2018 the PMU has an Environmental and Social Safeguards Officer (seconded from MWE). The project monitor SESP risks quarterly (in 2018, however, no changes were made from the SESP in the project proposal (2017), except the overall project SESP Risk was correctly updated to Moderate). As was mentioned in the Project Strategy section, the original project SESP does not consider such obvious risks as *Principle 1: Human Rights* and *Standard 5: Displacement and Resettlement* (as wetland restoration process can potentially negatively affect marginal communities and displace them from the land located in the converted wetlands and lead to loss of arable land and income); *Principle 2: Gender Equality and Women’s Empowerment* (giving the project Gender Analysis clearly indicate low involvement of women in decision making on livelihood and wetland management, their higher vulnerability to climate change impact and natural disasters in Uganda); and *Standard 2: Climate Change Mitigation and Adaptation* (as the project expected results (both restored wetlands and developed livelihoods) potentially are vulnerable to impact of climate change). The project SESP was updated in 2019 and currently contains 13 risks, including the ones mentioned above (but except *Climate Change Mitigation and Adaptation).* The SESP has more detailed and specific risk mitigations measures. It is interesting that such a risk as COVID-19 pandemic is absent in the SESP update for 2020.  Similarly, original project ESMP does not consider any social risks including the ones earlier mentioned. However, in December 2019 the ESMP was updated to ESMF. ESMF contains more comprehensive SESP assessment with 13 risks identified, including economic and physical displacement, gender equality, indigenous people, and community health issues. Additionally the document consider a set of mitigation measures to address each risk. The ESMF is used to conduct site specific ESIAs and guide development of site specific ESMPs, which are submitted to NEMA for approval as a project briefs.  In 2020 in accordance with the ESMF (2019), the project produced the Livelihood Restoration Plan with objective to restore livelihoods of communities affected by the wetlands restoration process through opting for alternative livelihoods opportunities. | | | |
| **Stakeholder Engagement** | | | | **MS (3)** | |
| Quality of the project stakeholder engagement strategies and activities | **MS (3)** | Original Project Stakeholder Engagement Plan is not relevant for the GCF project as it describes stakeholder engagement into the Rapid Mangrove Survey in Uganda. However, the Plan was updated in 2021 with sets of engagement actions and indicators for each project Activity.  The project has used a full set of strategies and tools for stakeholder engagement, including:   * Inception Workshops at national (2017) and regional (2018) levels; * PSC meetings are organized at least annually; * TWG meetings are organized 2-3 times a year; * Regional radio broadcast; * Meetings and consultations with local communities and LDGs take place before any specific restoration or livelihood activities are launched; * Involvement of NGOs, LDGs and local communities in the project implementation (work, trainings, delivery of livelihood options, management planning); * Involvement of local communities and LDGs in consultations on site specific ESIAs and ESMPs; * Involvement of national and local stakeholders in project monitoring and evaluation (Field monitoring Surveys; Interim Evaluation); * Consultations on the GRM (the mechanism is not operational yet).   The project stakeholder engagement activities are reflected in APRs. The stakeholder engagement activities are negatively affected by (1) significant delays in fund disbursement to MWE, MAAIF, and UNMA; (2) uncoordinated delivery of Outputs 1, 2, and 3; and (3) sometimes insufficient alternative livelihood options provided by the project to local communities to move out of the wetlands. | | | |
| Level of local and national government participation in the project implementation | **MS (3)** | LDGs are directly involved in the project implementation in the target districts through MoUs with MWE, MAAIF, and UNMA. Also, project districts have Technical Implementation Teams consisting of LDGs employees, who are officially nominated and designated by the District Accounting Officer, (the Chief Administrative Officer/ CAO). Additionally, LDGs are represented in the PSC by two District Chairpersons nominated on rotational basis by the Ministry responsible for Local Governments. However, actual involvement of LDGs in the project implementation is relatively low: they are not involved in the project planning and not provided with sufficient resources to deliver project Outputs. Many districts (especially in Eastern Uganda) have very low Output delivery on the ground (e.g., Budaka, Tororo, Kumi, and Butaleja districts). Some district and communities think the GCF project ended more than a year ago as they receive no communication from the project team last year.  As we stated above, three government agencies – MWE, MAAIF, and UNMA - are directly involved in the project implementation as RPs for Outputs 1,2, and 3 respectively. Other 6 government agencies - NEMA, GCF NDA (MoFPED),  Ministry of Lands Housing and Urban Development, Ministry of Local Governments, National Forest Authority, and Uganda Wildlife Authority – are represented in the PSC and TWG. Additionally, MWE provided 5 employees to serve in the PMU. | | | |
| Level of participation of local communities and other groups in the project implementation (total number of stakeholders directly involved in the project and direct project beneficiaries) | **MU (2)** | As was mentioned earlier, local communities are directly involved in the project awareness, implementation, M&E, ESIAs, and ESMPs. Thus, in 2017-2021 the project achieved the following deliverables directly related to community engagement, among others:   * Trained 1,577 community members in sustainable wetlands management and use of wetlands resources to generate income; * Established 3 Community Wetlands Management Committees; * Trained 3,507 farmers in climate-smart agriculture and alternative livelihood; * Established 74 farmer groups; * Provided 2,197 local people with alternative livelihood options (pigs, turkeys, fish ponds, irrigation systems, etc.). * Provided 8,550 local people with early warnings and weather forecasts; * Involved more than 2,512 local stakeholders in site specific consultations.   Overall community engagement is below of what was planned by the Mid-Term: ~25% of total planned community members involvement in 2017-2020.  Some communities asked the IE team whether the project is still in existence (e.g., Butaleja, Ngora, Ntungamo, Kabale) after 6 months of limited activity in January to June 2021; coinciding with the time when funds for project implementation were not available. Some communities reported that PMU & RPs have been in project sites only once over the 6 months of 2021. | | | |
| Presence and effectiveness of the project Grievance Redress Mechanism | **MU (2)** | Grievance Redress Mechanism (GRM) for the project was developed only in 2020 (GRM manual developed; GRM committees have been formulated at the local, sub-county, district and national levels), but it is still non-operational. So, no grievances have been received yet. However, the districts have conflicts resolution committees that handle grievances of local communities. | | | |
| **Reporting** | | | | **MS (3)** | |
| Presence and quality of the project Inception Report | **S (4)** | The project Inception Report was produced by the end of November 2017 and it was approved by UNDP in December 2017. The Report in sufficient details describes results of the Inception Workshop attended by more than 60 stakeholders, including from LDGs. It reflects full list of recommendations for the project implementation received from stakeholders, including project management structure, PSC composition, stakeholder engagement process, monitoring and evaluation requirements, social and environmental safeguards, risk management, and gender action plan. Additionally the report contains a tentative Work Plan for 2018 to guide project implementation. The only one item that is missing in the Report is the review of project Output and Outcome Indicators in the PRF. | | | |
| Presence and quality of the project quarterly and annual reports | **MS (3)** | The PMU regularly produces Annual Performance Reports (APRs) using standard GCF template. So far 4 APRs were developed and submitted to GCF: for 2017, 2018, 2019, and 2020. Overall the APRs are detailed and informative enough and contain update on the project progress against Activities, Outputs using annual targets, and Output and Outcome Indicators in the PRF, however, the reports does not provide information on delivery of the project Activities and Ouiputs by districts. All APRs were submitted to GCF by March 1 without exclusions.  Additionally, PMU produces Quarterly Reports and submit them to UNDP. Quarterly Reports are provided in a table format with brief update on progress against each Activity and quarterly expenditures. They are much less detailed than APRs, but still allow to monitor the project progress quarterly.  There are delays in the submission of district field reports to the PMU. The district reports are submitted to the regional wetland officer, who later submits to MWE principal wetland officer. And only after that district reports are submitted to the PMU.  UNDP raised concerns that the project quarterly reports are not detailed enough, have insufficient quality, and sometimes do not correspond to the project expenditures | | | |
| Quality of personal reporting of PMU staff, Back to the Office/Mission Reports | **S (4)** | So far, 8 BTORs were made available for IE team. All the reports are brief, but informative enough and provides recommendations for follow up management actions. | | | |
| Project Partners and Responsible Parties Reports | **MS (3)** | So far the following Consultancy Reports were provided to IE team:   * Paul Omute 2019. Consultancy services to undertake a rapid assessment to generate geographic information and selected characteristics on targeted wetlands in 20 project districts to update or bridge existing GIS data gaps; * Mark Tadross 2018. Technical assessment of hydrometeorological observations, modelling and forecasting for wetlands in Uganda   Partners Reports and RP Reports:   * MWE 2018. Report on Mapping in 10 Districts in South Western Uganda with Regard to GCF Project; * MWE 2018. A study on undertaking a detailed design of the small-scale water storage and detention facilities, detailed plan for silt traps drainage, flood control and maximum water recuperation aimed at restoring wetlands. Lot 1 and Lot 2; * Environmental Alert 2018. Market study, livelihoods gender analysis on employment needs and income streams that are resilient to climate change, map on going initiatives and supporting implementation of identified pilot activities in the districts of Bushenyi, Mitooma & Sheema; * World Vision 2018. Gender Sensitive Livelihoods and Market Analysis – Uganda. Assessment Report.   The IE team did not find Quarterly and Annual Reports of RPs (MWE, MAAIF, UNMA) to the PMU and could not review them | | | |
| Quality of reporting of project adaptive management changes | **MS (3)** | Expression “adaptive management” is used only once in the APRs 2017-2020 (namely in the APR 2019). However, adaptive management changes are still reported in APRs in the section 2.6 “Report on changes during implementation”. Thus, the following adaptive management changes were reported in the section:   * Inclusion of LDGs representatives in PSC; * Increasing number of the project districts; * Participatory planning of project activities with LDGs; * Appointment of District Focal Officers to manage project activities at district level; * Introduction of TWG for coordinating of implementation of three project Outputs; * Suggested changes to PRF indicators; * Rescheduling of activities due to slow fund disbursement process and COVID-19 restrictions; * Early development of the AWPs (in October-November) to speed up their approval by UNDP; * Some changes in alternative livelihood options provided to local communities to ensue their sufficiency and sustainability.   However, despite the adaptive changes, it looks like adaptive management did not help project a lot to overcome the barriers on the way to achieve project targets in 2017-2021. | | | |
| Validation and approval of project annual reports by the Project Steering Committee | **S (4)** | All Annual Project Implementation Reports are approved by the PSC by the end of November-beginning of December without exclusion and submitted to UNDP. | | | |
| Quality of documentation of lessons learned during the project implementation | **MS (3)** | The project briefly documents lessons learned in the APRs in the section 2.5 “Implementation challenges and lessons learned”. So far the following lessons were documented by the project:   * Procurement of contracts for the large studies and specialized technical equipment in Uganda is very slow due to the very low numbers of vendors who match high standards of specifications. So, in a country with a very limited specialized technical sector, it is advisable to leave more time and, in some cases, reserve a higher budget than expected in order to be able to procure items and skills required. Additionally adequate market surveys and pre-qualification process to screen and identify viable vendors should be implemented. Specialized requirement should be identified beforehand, procurement strategy developed and support from the regional and international UNDP Procurement Offices requested; * Involvement of government agencies as a Responsible Parties, without setting up coordination mechanism between them, can lead to uncoordinated and ineffective delivery of the project outputs. So, relevant MoUs between the RPs should be signed at the project inception; * Lack of previous formal MoUs between MWE and UNMA and MWE and MAAIF made the flow of funds from MWE to the RPs delayed. It was therefore recommended that fund transfer to RPs and LDGs should be implemented directly from UNDP; * The relatively small number of fulltime staff in the PMU, from both UNDP as well as the GoU may result in individuals being overstretched and or unavailable when required. So, as a first priority, the necessary human re-sources should be put in place for a project management, with clear roles and responsibilities determined from the project start; * Delays in funds disbursement (from GCF to UNDP and subsequently from UNDP to implementing partners) is a serious issue for the project implementation which has strong negative implications on timely implementation of different aspects of the project. Moreover, some interventions are seasonally bound. To mitigate the impact there is a need to identify key project activities, prioritize their implementation by ensuring the early initiation of procurement processes and use existing framework contracts as a strategy; * Community engagement in the project activities is challenging during elections due to political campaigns implemented in the districts. So, during that period the project should focus on activities that does not require large community involvement and are not strongly politically sensitive; * The impacts of COVID-19 pandemic slowed down implementation of project activities. However, in some cases remote and safe community engagement strategies like local radio stations, ICT based communication systems, SMS and phased meetings can be applied; * High community expectations from the project require long time and more active and continuous work with communities to clarify and explain what actually the project can provide, and involve them in the process; * Disaster mitigation and response plans are key to handling any emergencies (like flooding) that would otherwise affect timely activity implementation.   The lessons generated by the project are mainly managerial, but not technical. For example, it would be great to generate lessons from wetland restoration and sustainable management activities and climate-smart agriculture and alternative sources of income initiatives by the project. Surprisingly, no such technical lessons were reported in the APRs, however, they are clearly present in the Field Monitoring Reports and BTORs. | | | |
| **Communication** | | | | | **MS (3)** |
| Mechanisms of the project communication with stakeholders | **MS (3)** | The PMU has a Communication Officer, who is responsible for the project communication with stakeholders. The project communications are guided by the well-developed Communication Strategy 2020-2025 and Media Plan 2020. The project uses different communication channels: from verbal communication with local communities and PSC TWG meetings to online publications and monthly newsletter (more than 15 communication means total).  The project organizes community involvement meetings in all location before wetland restoration/demarcation process or any other project activity to take place. Communication and engagement with local communities was mentioned as one of the project successes, however, there are also issues, like the following:   * Communities and DLGs want “immediate” benefits from the project and have relatively low buy-in for delayed benefits (e.g., like benefits from climate-smart agriculture or turkey breeding that are sometimes questionable and not immediate); * Different RPs conduct uncoordinated communication with local communities that results in misunderstanding and promises that cannot be kept.   PMU communication with UNDP cannot be called very effective, as it always results in delayed approval of the project AWPs and APRs by UNDP (up to 3-4 months of delays). During that period no funding is provided to PMU for project activities. | | | |
| Mechanisms for receiving stakeholder feedback on the project implementation | **MS (3)** | There are a few mechanisms the project uses to receive stakeholders’ feedback on the project implementation:   * PSC and TWG meetings (the feedback is reflected in the meetings minutes); * Meetings with local communities and DLGs before start of project activities (with feedback reflected in BTORs and Project Monitoring Reports); * Monitoring visits and surveys of the PMU in the project districts (with community feedback reflected in Monitoring Reports); * Grievance Redress Mechanism (GR Committees in the project districts) was established in 2020, however, no grievances have been received so far.   However, project communication to the project district is sometimes ineffective (e.g., no information is sent to district on how much money has been allocated prior to the money transfer). Construction of dams and fish ponds is sometimes not supported by planning and communication with district political leadership and technical staff.  Some communities asked the IE team whether the project is still in existence (e.g., Butaleja, Ngora, Ntungamo, Kabale), given the 6 month of limited active project interventions in the first half of 2021. Some communities report that PMU & RPs have been in project sites only once last year. | | | |
| Functional outreach and awareness campaigns | **S (4)** | The President of Uganda refers to the Project in all his communication to the Nation as “the model wetland wise-use project”, and urges people to emulate and adopt lessons and experiences from different interventions because of the success it has registered, its contribution to the county’s Vision 2040, the National Development Plan III and Uganda’s Green Growth Development Strategy. As previously mentioned, the project uses more than 15 communication channels to reach out to national and local level stakeholders, including social media platforms such as WhatsApp, Facebook, Instagram, Twitter and a monthly WetNews for higher level stakeholders (district technical officers, line ministry staff and civil society) and radios and interpersonal communication for local communities. | | | |

## Sustainability

Overall rating for the Sustainability is *Moderately Likely (ML).* Please, see review of different aspects of the project results sustainability in the next sub-sections:

**Financial sustainability.** *Moderately Likely (ML).* All three project Outputs have different levels of dependency on external financial resources for their sustainability. Overall dependency of Output 1 on external resources is relatively low. However, there are no activities in the project framework to ensure sufficient law enforcement for protection of the vacated, restored and demarcated wetlands. Given the current situation, the Output 2 may require significant funds to support its sustainability since livelihood options provided to local communities to the project are not yet self-sustainable in many cases and require external support to maintain them. Also, some of the current livelihood options provided by the project are not sufficient and sustainable enough to maintain long-term livelihood (especially in Eastern Uganda). Output 3 will certainly require at least some financial resources to maintain and protect the system of AWSs and AWLs. Currently, UNMA struggles to find resources to maintain and protect AWSs and AWLs installed previously.

The project generated strong political will for wetlands restoration process that has been raised up to the highest level of GoU with a goal to mobilize up to US$ 200 million towards scaling up of the project across the country. Moreover, MWE obtained status of GCF Accredited Entity and currently can apply for GCF support directly and bring additional resources for support and development of the GCF project results. So, it is likely that funding to maintain the project Outputs will be available from national and international sources.

There are a few initial mechanisms used by the project to ensure financial sustainability of its results. However, all of them need further development and new mechanisms are necessary. For example, Output 1 uses restoration and demarcation of wetlands to avoid their re-encroachment again. To be effective this mechanism needs to be supported by sufficient law enforcement measures. Output 2 encourages community groups to save part of their income for maintenance and development of initial enterprises, but this practice is not wide-spread yet. No cooperation with private sector has been done to develop sustainable value chains for alternative livelihood options yet. For Output 3 the project is working to establish a network of community observers to maintain AWSs and AWLs installed in the project districts. However, the community observers will need some small payments for their work and a source of this funding after the project needs to be identified (see Table 10 for details).

**Socio-economic sustainability.** *Moderately Unlikely (MU).* There are some socio-economic risks for sustainability of Output 1 and 2 that are inter-connected and inter-dependent. First, current income from agriculture in wetlands (especially, rice cultivation) is 8-10 times greater than income from sustainable use of common wetlands resources. Second, climate-smart agriculture and alternative livelihood options outside of wetlands currently provided by the project are sometimes not sufficient and comparable in income with agriculture and other unsustainable traditional activities in wetlands (e.g., brick production). Given that, the risks are still high exemplified by the temptation for local people to come back to restored wetlands and convert them to agriculture again in absence of strong law enforcement and direct compensation from the GoU. Additionally, high population growth in Uganda and project districts will increase demand for agricultural lands and might push people back to wetlands again. All Responsible Parties – MWE, MAAIF, and UNMA – have high level of ownership of the project Outputs and are committed to maintain them after the project is over. LDGs and community ownership and enthusiasm of the project activities is high at the initial phase but then they fade out when people do not see promised funding or receive insufficient benefits. In some cases, community members thinks that livelihood options provided by the project belong to government and should be supported by government; some livelihood options cannot be supported by communities due to low capacity to manage them. Additionally, the project does not use full potential of NGOs and LDGs to deliver the project Outputs and sustain the project results (see Table 10 for details).

**Institutional and governance sustainability.** *Likely (L).* It looks like Uganda has all necessary legislation and policy documents in place to ensure wetlands restoration and conservation. Additionally, Uganda has all national government structures in place to maintain Outputs 1, 2, and 3 of the project that have direct ownership of the project results – MWE (with Wetland Management Department), MAAIF, and UNMA. The agencies have representativeness in the project regions and districts. There are other agencies and district government structures in place that have responsibility for wetland conservation and sustainable use in Uganda, including NEMA, Ministry of Lands, Housing and Urban Development (MLHUD), District Land Boards and Area Land Committees, District Wetland/ Environment Officers, District and Local Environment Committees, and Lower Local Government Councils. The current capacity of MWE, MAAIF, and UNMA is likely to be marginally sufficient to maintain the project results in cooperation with other agencies (NEMA, MLHUD) and LDGs structures, but the capacity is likely to increase through the project implementation. However, capacity of LDGs themselves looks like insufficient (especially for recently formed districts), yet the project only made initial efforts to increase the capacity through trainings under all three Outputs, which never yet achieved annual targets for the number of local officials trained. So, the project impact in building local capacity could be much higher by the Mid-Term (the current impact is equal to 38% of planned by the Mid-Term).

**Environmental Sustainability.** *Moderately Likely (ML).* Extreme climate events (like floods and droughts as well as associated bush fires) might have severe direct and indirect impact on sustainability of the project Outputs. For example, severe droughts and associated bush fires might potentially lead to degradation of restored catchments and push local communities into wetlands for agriculture due to extreme dryness of upland fields. Heavy rains and floods can potentially destroy some of the installed AWLS and negatively affect vegetation cover in wetlands. Additionally, increasing temperatures might increase evaporation and lead to shrinkage of the wetlands area. Despite the challenges, the project uses correct strategies to mitigate potential impact of climate change (wetland restoration and sustainable management; climate-smart agriculture and alternative livelihood options; early warning system) on the project results, and hence, current implementation of the project is far from sufficient to address the environmental risks (see Table 10 for details).

**Table 10.** Assessment of the project Sustainability

|  |  |  |
| --- | --- | --- |
| **Evaluation criteria** | **Evaluation Score** | **Justification** |
| **Financial sustainability** | | |
| Level of dependence of the Outputs sustainability on external financial sources | **ML (3)** | All three project Outputs have different levels of dependency on external financial resources for their sustainability. For example, Output 1 requires a lot of funds to restore wetlands, stream and catchments, however, as soon as they are restored and demarcated, they will likely need only little resources for local law enforcement to protect them from re-encroachment and unsustainable use. Water retention facilities will need some funds to maintain them and protect them from siltation. So, overall dependency of Output 1 on external resources is relatively low. However, there are no activities in the project framework to ensure sufficient law enforcement for protection of the vacated, restored and demarcated wetlands. As a result, as soon as one community vacate the wetlands and restore it another community tries to re-encroach it.  Given the current situation, the Output 2 may require significant funds to support its sustainability as livelihood options provided to local communities to the project are not yet self-sustainable in many cases and require external support to maintain them. Thus, many communities in project sites currently fully depend on the project to restock and maintain fish ponds, run irrigation systems, protect crops from pests, etc., as they do not have their own resources for that and do not yet try to save some of their income to maintain the livelihood options. Also, some of the current livelihood options provided by the project are not sufficient and sustainable enough to maintain long-term livelihood: for example, exotic heifers turned out to be expensive and labor-intensive to maintain and feed; majority of provided turkeys were sold or eaten by the beneficiaries; numbers of heifers and turkeys provided per family was insufficient to support the needs in food and income. Additionally, job training centers established by the projects will require sufficient resources to maintain unless they start to charge a fee from trainees. So, Output 2 will need more thinking, discussion, and investment to make climate-smart agriculture and alternative livelihood options self-sustainable.  Output 3 will certainly require at least some financial resources to maintain and protect the system of AWSs and AWLs. Currently UNMA struggles to find resources to maintain and protect AWSs and AWLs installed previously. |
| Likelihood that financial resources will be available to support the project Outputs after its completion | The project generated strong political will for wetlands restoration process and this was raised up to the highest level of GoU. As a result, government has prioritized implementation and scale up of the project model in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country. Additionally, MWE and MAAIF obtained additional funding for wetland restoration and sustainable livelihood from the Ministry of Finance Planning and Economic Development (MoFPED) as a co-financing for the project.  Moreover, MWE obtained status of GCF Accredited Entity as a result of successful development of this project and currently it can apply for GCF support directly (through Direct Access Modality) and bring additional resources for support and development of the GCF project results.  So, it is likely that funding to maintain the project Outputs will be available from national and international sources. |
| Presence of mechanism to ensure financial sustainability of the project Outputs and Outcomes | There are a few initial mechanisms used by the project to ensure financial sustainability of its results, but all of them need further development and new mechanisms are necessary.  For Output 1, the project conducts demarcation of restored wetlands to make sure that communities know the boundary and do not re-encroach the restored wetlands for agriculture or other unsustainable livelihoods again. This is a good mechanism to avoid repetitive expenses for restoration of the same wetlands but need sufficient law enforcement to ensure it works. Additionally, the project trains local communities to generate sustainable income from the use of wetlands resources, but that income is much less (8-10 times less) than agricultural income from the wetlands. So, it is likely not to be sufficient in the long-term and other sustainable income mechanisms for wetland sustainable use and conservation are necessary. All project districts included wetland restoration, demarcation, management, equipment, maintenance and catchment restoration into the district development plans. Also, the districts allocate about 2 million of Uganda shillings (US$ 565) annually for wetland management, community sensitization and wetland monitoring from the government conditional grant on natural resource management.  For Output 2 the project establishes farmer groups on climate-smart agriculture and alternative sources of income out of wetlands. However, currently these groups often have no long-term strategy for self-maintenance (e.g., savings part of their income for maintenance) and strongly depend on financial support from the project to maintain new life style. Moreover, as earlier mentioned, current livelihood options provided by the project are sometimes not sufficient enough and often cannot be a financial alternative from traditional agriculture in wetlands. There is no financial sustainability strategy for established job training centers yet.  However, some wetland communities have opened savings accounts/ SACCOs to raise funds for re-investment on wetland management and livelihoods: communities of Limoto in Pallisa have set aside 30% of the revenue collected from the harvest of the wetland small scale irrigation enterprise. Out of the 30% savings, 10% is allocated to equipment maintenance, 10% towards farm inputs and 10% for sustainability for different interventions after the end of the project.  For Output 3 the project is working to establish a network of community observers to maintain AWSs and AWLs installed in the project districts. However, the community observers will need some small payments for their work and a source of this funding after the project is over and needs to be identified. |
| **Socio-economic sustainability** | | |
| Presence and magnitude of economic and social risks for the project Outputs | **MU (2)** | There are some socio-economic risks for sustainability of Output 1 and 2 that are inter-connected and inter-dependent. First, current income from agriculture in wetlands (especially, rice cultivation) is 8-10 times greater than income from sustainable use of wetlands resources. Second, climate-smart agriculture and alternative livelihood options outside of wetlands currently provided by the project are sometimes not sufficient and comparable in income with agriculture and other unsustainable traditional activities in wetlands (like, brick production). Given that, the risks are still high that local people can come back to restored wetlands and convert them to agriculture again in absence of strong law enforcement and direct compensation from the GoU. For example, in 2021 in Eastern Uganda, 56.8% of the respondents confessed that they went back to the wetland for agriculture[[86]](#footnote-86)). In case of insufficient livelihood options outside of wetlands and strong law enforcement that does not allow people to come back into wetlands, the situation can potentially increase poverty of local communities and contribute to social instability in the project districts. So, these issues should be immediately addressed and carefully monitored.  Additionally, high population growth in Uganda, including the project districts, will increase demand for agricultural lands and might push people back to wetlands again.  The project have been organizing farming communities into user groups in order to build social capital to manage wetlands and access development assistance from other institutions (e.g., World Vision, Eco-Trust, IUCN, WWF).  Additionally, in the districts where alternative livelihoods have been delivered and handed over to the wetland community sufficiently, there is no wetland re-encroachment that has been recorded (e.g., in Nshenga village ward II Mitooma town council Mitooma district and Mazuba sub county in Namutumba district) |
| Level of stakeholder ownership on the project Outputs in terms of economic feasibility | All Responsible Parties – MWE, MAAIF, and UNMA – have high level of ownership of the project Outputs and are committed to maintain them after the project is over. Successful local climate-smart agriculture and alternative livelihood initiatives (like fish ponds, irrigation farming, piggery, etc.) have high level of ownership, however, successful cases are still not usual. LDGs and community ownership and enthusiasm of the project activities is high at the initial phase but then they fade out when people do not see promised funding or receive insufficient benefits. Also, the livelihood options are delivered to communities without enough sensitization, training and signing of MOU and wetland conservation agreements. In the end the community thinks that these enterprises belong to government and should be supported by government (e.g., when they run short of feeds or require livestock health management). So, some of the livelihood options provided by the project are exchanged or sold off without control from the PMU or district.  In some cases, there is a lack of capacity of local communities to maintain equipment and livelihood options provided: for example, in some project sites fences collapsed and fish ponds are not maintained properly. There are even cases of vandalization of the installed project equipment, e.g., fish ponds, that was not secured by fencing (e.g., Ntugamo and Pallisa districts).  There is lack of linkages between communities and local private sector to develop a proper value chain for alternatives provided by the project (e.g., organization of marketing for community production, making of beehives, supply of feed resources and other agricultural inputs);  There are no activities to ensure sufficient law enforcement for protection of the vacated, restored and demarcated wetlands. As a result, as soon as one community vacate the wetlands and restore it another community tries to re-encroach it. |
| Presence of partnerships and other mechanisms to sustain the project Outputs | The Responsible Parties – MWE, MAAIF, and UNMA – have MoUs with LDGs, NGOs and community groups for project implementation and maintenance of the project results. However, regular delays with the project funding undermine effectiveness of the agreements to support project implementation and sustainability of achievements. Additionally, the project establishes Community Wetlands Committees and farmers groups and site committees to ensure sustainability of the project results, but all the structures need more support themselves to become self-sustainable and operational.  Additionally, the project does not use full potential of NGOs (e.g., IUCN, Environmental Alert, WWF, CARE, Ecotrust, etc) to deliver the project Outputs and sustain the project results. For example, only IUCN can potentially restore 3,200-4,000 ha wetlands annually, but their potential is hardly used by the project on 30-40% only.  LDGs are also involved in the project implementation only using a part of their capacity. If sufficient project funding is provided to them, they can deliver a significant part of the project activities on Outputs 1 and 2. |
| **Institutional and governance sustainability** | | |
| Presence of appropriate policies, legislation, and governance structures to support project Outputs | **L (4)** | It looks like Uganda has all necessary legislation and policy documents in place to ensure wetlands restoration and conservation. That includes the following:   * Article 237(2) (b) of the **Constitution of the Republic of Uganda;** * **National Environment Act** (NES, adopted in 2019) * **National Wetland Policy** (1995); * **National Development Plan III** (2021-2025) with a goal to increase wetland cover in Uganda from current 10.9% to 12% by 2025 and 13% - by 2040.; * Uganda’s **National Adaptation Plan for the Agricultural Sector 2018 (NAP-Ag),** with an action 8 to “scale up and strengthen wetland conservation and restoration of degraded wetlands, lakeshores, riverbanks…”[[87]](#footnote-87) * Uganda’s Intended Nationally Determined Contribution (INDC) 2015 with target to restore approximately 260,000 ha of wetlands by 2030[[88]](#footnote-88); * **Wetlands Management Resources Bill** (2019)   Additionally, Uganda has all national government structures in place to maintain Outputs 1, 2, and 3 of the project that have direct ownership of the project results – **MWE** (with Wetland Management Department), **MAAIF**, and **UNMA**. The agencies have representativeness in the project regions and districts. There are other agencies that have responsibility for wetland conservation and sustainable use in Uganda, including **NEMA** (conducts periodic inspection and monitoring of wetlands and enforce compliance to the wetland legislation), **Ministry of Lands, Housing and Urban Development** (issue all land titles countrywide and ensure none are issued in wetlands).  There are district government structures in place responsible for wetlands conservation and sustainable management: **District Land Boards and Area Land Committees** (conduct due diligence on applications for titles within the Local Government to ensure titles are not issued in known wetlands), **District Wetland/ Environment Officers** (assist District and Local Environment Committees to conserve wetlands within their locality and enforce legal compliance), **District and Local Environment Committees** (conserve and manage wetlands within their area of jurisdiction), **Lower Local Government Councils** (Ensure activities in the catchment area of wetlands do not affect the water level of the wetland). |
| Capacity of institutional and governance structures to sustain the project Outputs | Current capacity of MWE, MAAIF, and UNMA is likely to be marginally sufficient to maintain the project results in cooperation with other agencies (NEMA, MLHUD) and LDGs structures, but the capacity is likely to increase through the project implementation. Capacity of LDGs themselves looks like insufficient (especially in the recently formed districts) yet as the project only made initial efforts to increase it through irregular trainings under all three Outputs never achieving annual targets for number of local officials trained (see details in the Progress Towards Results section). Likely special attention should be paid to trainings of LDGs on the requirements of the land and wetland laws and wetland regime law enforcement, climate-smart agriculture and alternative livelihood, maintenance of AWSs and AWLs. |
| Role of the project in establishment of appropriate policy, legislation and capacity to sustain the project results | In 2017-2020 the project trained only 50 of central and local government staff in wetland management (out of 550 trained staff planned for this period); 160 district extension staff on climate-smart agriculture (out of 640 trained staff planned for this period); 130 hydro-meteorological technical staff on use of equipment and data analysis software (out of 160 trained staff planned for this period). So, the project impact in building local capacity could be much higher by the Mid-Term (the current impact is equal to 38% of planned by the Mid-Term).  At the same time the project buy-in at highest level of Uganda Government has prioritized implementation and scale up of the project model in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country. |
| **Environmental sustainability** | | |
| Presence and severity of environmental factors, including climate change effects, that can influence sustainability of the project Outputs | **ML(3)** | Extreme climate events (like floods and droughts as well as associated bush fires) might have severe direct and indirect impact on sustainability of the project Outputs. For example, severe droughts and associated bush fires might potentially lead to degradation of restored catchments and push local communities into wetlands for agriculture due to extreme dryness of upland fields. Heavy rains and floods can potentially destroy some of the installed AWLS and negatively affect vegetation cover in wetlands. Additionally, increasing temperatures might increase evaporation and lead to shrinkage of the wetlands area. |
| Effectiveness of project strategies to address environmental risks to sustainability | The project strategies to effect environmental risks can be called effective. They are the following:  • Wetlands and catchment direct restoration, demarcation and sustainable management (increasing role of wetlands as climate change mitigation mechanism and buffer against extreme climate events);  • Providing local communities with opportunities to develop sustainable livelihoods outside wetlands and alternative sources of income instead of agriculture in the wetlands themselves (restoration of climate mitigation capacity of wetlands; removing agriculture from risky flooding zone; providing communities with different sources of income to increase resilience to climate change);  • Development of climate and extreme event early warning system (increasing capacity of local communities to adjust livelihood activities or move out of risky area before extreme climate events).  However, current implementation of these strategies is far from sufficient to address the environmental risks and badly needs improvement (see Progress Towards Results section for details). |
| **Average Score:** | **ML (3)** |  |

## **Country Ownership**

Overall rating for the Country Ownership is *Satisfactory (S)*. Three GoU agencies – MWE, MAAIF, and UNMA – are directly involved in the project implementation as RPs. Other 6 agencies (NEMA, GCF NDA (MoFPED), MLHUD, MLG, National Forest Authority, and Uganda Wildlife Authority) participate in the project PSC and TWGs. LDGs and local communities in the project districts are involved in the project implementation, but their current involvement is much lower than their actual potential for delivery of the project Outputs. Similarly, NGOs (like IUCN, Environmental Alert, and others) participate in the PSC and TWG, and are involved in implementation of selected activities (Output 1 and 2), however, current involvement of NGOs is much lower despite their actual potential for delivery of the project Outputs. Given regular delays in disbursement of the project funds and long (5-6 months) periods of the project inactivity, involvement of key partners in the project activities is negatively affected. So, the ownership of the project is high at the level of national government (including the President), but the ownership decreases to LDG and community level, especially in Eastern Uganda, due to lack of sustainbale and sufficient benefits (see Table 11 for details).

**Table 11.** Assessment of the project Country Ownership

|  |  |  |
| --- | --- | --- |
| **Evaluation criteria** | **Evaluation Score** | **Justification** |
| Level of involvement of government agencies and other key partners in the project development and implementation | **MS (3)** | Three GoU agencies – MWE, MAAIF, and UNMA – are directly involved in the project implementation as RPs for Outputs 1, 2, and 3 respectively and were involved in development of the GCF project proposal. Other 6 agencies (NEMA, GCF NDA (MoFPED), MLHUD, MLG, National Forest Authority, and Uganda Wildlife Authority) participate in the project PSC and TWGs.  LDGs and local communities in the project districts are involved in the project implementation through MoUs with MWE, MAAIF, and UNMA. Also, they are the key beneficiaries of the project and participate in the M&E. But their current involvement is much lower than their actual potential for delivery of the project Outputs.  NGOs (like IUCN, Environmental Alert, and others) participate in the PSC and TWG, and are involved in implementation of selected activities (Output 1 and 2) through Activity Implementation Agreements with MWE and MAAIF. However, current involvement of NGOs is much lower than their actual potential for delivery of the project Outputs.  FITs insights (private sector) has an Activity Implementation Agreement with UNMA to package meteorological data and information collected by UNMA and disseminate it to communities in form of climate and early warning services (Output 3). Unfortunately, private sector is not involved to support Output 2 and develop functional value chains on alternatives provided by the project to local communities  Given regular delays in disbursement of the project funds and long (5-6 months) periods of the project inactivity, involvement of key partners in the project activities is negatively affected (especially local communities that depends on the livelihood options provided by the project to develop their income generation activities outside of the wetlands). |
| Representativeness of the Project Steering Committee | **HS (5)** | PSC is highly representative and includes 17 members from MWE and composed from 9 Government Agencies (MWE, MAAIF, UNMA, NEMA, GCF NDA(MoFPED), MLHUD, MLG, National Forest Authority, and Uganda Wildlife Authority), representative of LDGs, 2 NGOs (IUCN and Environment Alert), and UNDP CO. |
| Level of ownership and support of the project results by key government agencies, district administrations, and local communities | **MS (3)** | As we mentioned above, the project generated strong political will for wetlands restoration process and was raised up to the highest level of GoU. As a result, government has prioritized implementation and scale up of the project model in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country.  As was mentioned above, all Responsible Parties – MWE, MAAIF, and UNMA – have high level of ownership of the project Outputs and are committed to maintain them after the project is over.  LDGs and community ownership of and enthusiasm on the project activities are high at the initial phase but then they fade out when people do not see promised funding or receive insufficient benefits. Successful local climate-smart agriculture and alternative livelihood initiatives (like fish-ponds, irrigation farming, piggery, etc.) have high level of ownership, however, successful cases are still not a majority (especially in Eastern Uganda). |
| **Average Score:** | **S (4)** |  |

## **Gender Equity**

Overall rating for the Gender Equity is *Satisfactory (S)*. The original project Gender Analysis and Mainstreaming Plan is based on good analysis of gender issues for Uganda as a country, but does not contain specific analysis of the situation in the project regions. The Plan contains quite sufficient set of gender mainstreaming actions and gender indicators developed for each project Activity and the last time it was updated was in 2020. In 2019 the GCF project made a commitment to ensure that at least 52% of project beneficiaries will be women and adjusted its Gender Action Plan to achieve this goal. Since 2017 the PMU has a Gender Expert (GoU employee) supported by the UNDP Gender Focal Point. Each APR 2017-2020 contain a brief report on gender-related activities for reporting year and a list of updated gender mainstreaming activities planned for next year with estimated budget for implementation, however, no actual budged for the gender related activities is provided. No regular gender mainstreaming trainings and refreshers have been provided by the project. In 2018 the project conducted Gender Sensitive Livelihoods and Market Analysis in Uganda (done by the World Vision) to guide delivery of the Output 2. In 2018 implementation of gender mainstreaming in framework of the GCF project was strengthen with complementary UNDPs Ending Gender Based Violence (GBV) project. The PRF has 4 gender disaggregated indicators and the project reports number of females and males involved in different project activities in the APRs. The project SESP was updated in 2019 and currently has one gender-related risk rated as Moderate. In 2017-2020 total sums of women and men involved in different project activities for four years are 16,216 (39%) and 25,886 (61%) respectively. However, in 2018-2020 percentage of women participated in the project activities increased from 36% to 39% (see Fig. 9). The project management bodies – PMU and PSC - are strongly dominated by males with percentage of females of 27% and 18% respectively (see details in Table 12).

**Table 12.** Assessment of the project Gender Equity.

|  |  |  |
| --- | --- | --- |
| **Evaluation criteria** | **Evaluation Score** | **Justification** |
| Level of women/men involvement in the project development | **MS (3)** | During the project development at least 277 stakeholders (48 are women) were consulted at national and local level. So, percentage of women involvement in the consultations was only 17% |
| Quality and regular review of the project Gender Mainstreaming Plan | **S (4)** | The original project Gender Analysis and Mainstreaming Plan (an Annex to the GCF project proposal) is based on good analysis of gender issues for Uganda as a country, but does not contain specific analysis of the situation in the project regions. The Plan contains a quite sufficient set of gender mainstreaming actions and gender indicators developed for each project Activity. In 2019 the GCF project made a commitment to ensure that at least 52% of project beneficiaries will be women and adjusted its Gender Action Plan to achieve this goal.  Since 2017 the PMU has a Gender Expert (GoU employee). Until recently the project was supported by UNDP Gender Focal Points who worked in cooperation with the Gender Expert. Each APR 2017-2020 contain a brief report on gender-related activities for reporting year and a list of updated gender mainstreaming activities planned for next year with estimated budget for implementation. Gender-specific activities are integrated in the project AWPs. However, no budget is provided for specific gender mainstreaming activities under the project.  In 2018 the project conducted Gender Sensitive Livelihoods and Market Analysis – Uganda (done by the World Vision) to guide delivery of the Output 2. In 2018 implementation of gender mainstreaming in framework of the GCF project was strengthen with complementary UNDPs Ending Gender Based Violence (GBV) project implemented in the two districts of Uganda (Bushenyi in Western Uganda and Pallisa in Eastern Uganda) (additional US$ 400,000). The GBV prevention project is planned to be scaled up to all 24 project districts. The GCF project collaborates with the Center for Domestic Violence Prevention (CEDOVIP) to carry out a capacity needs assessment for project staff and district stakeholders on gender mainstreaming. In 2019 the project organized gender mainstreaming and Gender Based Violence (GBV) prevention trainings for 77 staff (29 female and 49 male) at national and district level (western and eastern region districts). However, no other gender mainstreaming trainings and refreshers have been provided due to lack of budget for the gender related activities. |
| Presence of gender disaggregated indicators in the PRF | **S (4)** | The PRF has 4 gender disaggregated indicators:  GCF Outcome Indicator *1.2 Number (Percentage) of households adopting a wider variety of livelihood strategies/coping mechanisms* (the project reports number/percentage of female and male led households);  GCF Outcome Indicator *7.1* *Use by vulnerable households, communities, businesses and public-sector services of Fund-supported tools, instruments, strategies and activities to respond to climate change and variability* (report percentage of females in the households);  GCF Output Indicator *7.2* *Number of males and females reached by [or total geographic coverage of] climate-related early warning systems and other risk reduction measures established/ strengthened* (reports total number of females and males reached out);  Output Indicator *2.2. Number of women involved in livelihoods and employability interventions in the project sites* (reports number of women involved in the project activities under Output 2)  Additionally in the APRs the project reports number of females and males involved in different project activities and gender-disaggregated number of beneficiaries. |
| Quality of monitoring and mitigation of the project gender related risks | **S (4)** | Original project SESP (Annex to the GSF project proposal) does not consider any gender related risks, despite their direct presence: *Principle 2: Gender Equality and Women’s Empowerment* (giving the project Gender Analysis clearly indicate low involvement of women in decision making on livelihood and wetland management, their higher vulnerability to climate change impact and natural disasters in Uganda).  However, the project SESP was updated in 2019 and currently has the *Risk 2: The project may perpetuate existing inequality and discrimination against women and vulnerable people in target communities, potentially restricting such people from access to, or participation in, project interventions,* rated as Moderate. The main suggested by the SESP 2019 tool to address this risk is an updated Gender Action Plan.  Similarly, original project ESMP does not consider any gender risks. However, in December 2019 the ESMP was updated to ESMF that contains a gender equality risk (same risk as in the updated SESP).  SESP is updated annually to monitor level of all environmental and social risks, including gender risk.  The project currently does not provide budget for monitoring of specific gender issues (e.g., gender survey on how women benefit from the livelihood options provided, what options the most beneficial for women, and what options do not produce GBV) |
| Level of women/men involvement in implementation of the project activities, including direct beneficiaries | **MS (3)** | In first 4 years of the project (2017-2020) total sums of women and men involved in different project activities for (almost all participants can be considered as direct project beneficiaries) are 16,216 (39%) and 25,886 (61%) respectively. However, in 2018-2020 percentage of women participated in the project activities increased from 36% to 39%. So, the ambitious project Gender Action Plan target to achieve 52% of women among the project beneficiaries might be challenging to achieve without budgeting specific gender mainstreaming activities. One issue that was found by the IE is that some local women, youth and don't have money to rent land and don't own land adjacent to the wetland, so many of them left out as beneficiaries of the irrigation farming schemes outside of the wetlands provided by the project (e.g., there are only 3 women out of 14 participants of small irrigation farming in Pallisa). Another observation reported to the IE team is that men are likely to be the key beneficiaries of the livelihood options provide by the project as they control household finances and mainly own land resources (women own only 7% of land as their rights to ownership in Uganda[[89]](#footnote-89)). MWE, MAAIF, and UNMA are provided with the gender mainstreaming checklist to screen project activities, however, they do not apply the check-list regularly. |
| Gender ratio in the PMU and Project Steering Committee | **MS (3)** | PMU has 3 females (27%) and 8 males as staff (73%); PSC has 3 female (18%) and 14 male (82%) representatives. So, the project management bodies are strongly dominated by males. |
| **Average Score:** | **S (4)** |  |

**Figure 12.** Percentage of female and male involvement in the project activities in 2018-2020.

## **Innovativeness**

Overall rating for the Innovativeness is *Satisfactory (S)*. See details in the Table 13.

**Table 13.** Assessment of the project Innovativeness.

|  |  |  |
| --- | --- | --- |
| **Evaluation criteria** | **Evaluation Score** | **Justification** |
| Number and character of innovative approaches applied by the project | **S (4)** | Climate Change Early Warning System that is under development under Output 3 can be called an innovative for Uganda approach to generate weather forecasts and broadcast them among stakeholders through different communication channels (SMS, radio, internet, WhatsApp).  Additionally, new climate-smart agriculture and sustainable livelihood options provided by the project to local communities (e.g., irrigation farming, upland rice farming, fish ponds, bee hives) can be called innovative at local level. |

## **Unexpected Results**

Overall rating for the management and reporting of Unexpected Results is *Moderately Satisfactory (MS).* In 2017-2021 the project had a number of “positive” and “negative” unexpected results (see Table 14 for details). Majority of “positive” unexpected results were reported in the APRs. Some “negative” results were reported in a BTOR and a Field Monitoring Report in 2021. Some “negative” results below have never been reported by the PMU and were discovered by the IE team during the field trip. “Negative” results should be used to update the project Risk Log and develop respective management measures.

**Table 14.** Assessment of the project Unexpected Results.

|  |  |  |
| --- | --- | --- |
| **Evaluation criteria** | **Evaluation Score** | **Justification** |
| Number, character, and key drivers of the project positive or neutral unexpected results | **N/A** | The project achieved the following positive results and impacts that were not planned for in the project proposal:  • MWE obtained status of the GCF Accredited Entity as a result of successful development of the Wetlands project and currently it can apply for GCF support directly (through Direct Access Modality);  • The GCF project led to mobilization of additional resources for wetland restoration and sustainable management in Uganda as the following:  a) MWE and MAAIF obtained additional funding for wetland restoration and sustainable livelihood from the Ministry of Finance Planning and Economic Development (MoFPED);  b) UNDP obtained complementary resources to the GCF Wetlands project from Austrian Development Agency (UNDP/ADA Project “Restoration of Wetlands and Associated Catchments Project in Eastern Uganda”, € 1,900,000, 2021-2023) and from Government of the Republic of Korea for pilot Gender-Based Violence (GBV) prevention project in GCF project districts (US$ 400,000; 2018-2020);  • Political will for wetlands restoration process was raised up to the highest level of GoU. Thus, the President of the Republic of Uganda, H.E Yoweri Kaguta Museveni, expressed his interest to scale up the project approaches in 2019. As a result, government has prioritized implementation and scale up of the project model (mainly Limoto wetland best practices) in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country as part of its commitment to use nature-based solutions for realizing Nationally Determined Contributions (NDC) ambition commitment to Paris Agreement. Part of the funds will be used for compensations to local community members that voluntarily left wetlands to allow the restoration process; |
| Number, character, and key drivers of the project negative unexpected results | **N/A** | Following “negative” unexpected result was produced by the project:   * Expectations raised by the project among local communities were very high, however, systematic delays in release of project funds and long periods of the project inactivity (up to 6 months each year) led to decrease of community trust to the project team. Additionally some livelihood options provided by the project turned out to be insufficient and unsustainable in comparison to traditional agriculture in wetlands, especially in the Eastern Uganda. These factors led to return of some community members to traditional agriculture in wetlands (e.g., for example, in 2021 in Eastern Uganda 56.8% of the respondents confessed they went back to the wetland for agriculture[[90]](#footnote-90); 67.9% of the beneficiaries in Kibuku districts said they are not satisfied with the livelihood options they received as an alternative[[91]](#footnote-91)). * Wetland communities in Eastern Uganda turned out to have less livelihood options outside the wetland compared to western Uganda where communities have livestock and banana plantations and depend on wetlands as a source of water for both livestock and plantations. * Thus, uncoordinated project implementation between districts undermines wetland restoration and sustainable management practices in the project sites. There are cases where districts share the same wetlands, but there is no project implementation on the upstream (e.g., Tororo and Butaleja districts). Thus, upstream part of the wetland with no project implementation discharges a lot of water during rainy season causing floods and siltation that destroy papyrus and changes of wetland boundaries in the project site. Similar situation exist in the wetland shared by Kibuku and Pallisa districts: while wetland restoration and sustainable management activities are implemented in Pallisa, there is a local resistance to restore wetlands in Kibuku (encouraged by politicians). * Small scale irrigation and fish-ponds in Ngora district are located on porous soils site leading to high water loses. The site is also equipped with a low capacity water pump that cannot cover the losses. This situation prevent the community from effective use of the alternative options and led to people frustration to the project; * Two identified small irrigation sites in Tororo district turned out to be unsuitable due to unsustainable recharge capability and need to be relocated (interview with the district Environment/Natural Resources Officer); * Some of the fish-ponds on the project sites are poorly designed and have poor drainage. Some dams and fish-ponds still lack operational completeness (e.g., in Pallisa Limoto and Ntugamo site); |
| Quality and timeliness of monitoring, management, and reporting of the project unexpected results | **MS (3)** | Majority of “positive” unexpected results are reported in the APRs. Some “negative” results were reported in BTOR and Field Monitoring Report in 2021. Hopefully, they will be reflected in the APR 2021. Some “negative” results above have been never reported by the PMU and were discovered by the IE team during the field trip. “Negative” results should be used to update the project Risk Log and develop respective management measures. |

## **Replication and Scalability**

Overall rating for the project Replication and Scalability is *Satisfactory (S)*. As was already discussed, in Project Management and Implementation section, lessons generated by the project are mainly managerial, but not technical. It would be great to generate lessons from wetland restoration and sustainable management activities and climate-smart agriculture and alternative sources of income initiatives by the project. Nevertheless, some of the project successful practices (e.g., small irrigation farming, fish and bee farming) were replicated by local communities without the project support. Additionally, one of the project best practices (Limoto wetland sustainable management) was selected by GoU to prioritize and scale up in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country. Potential applicability and scalability of the project lessons and best practices in Uganda and abroad (e.g., other countries of East and South Africa) are high, however, they need to be formulated with more details to ensure their successful application (see Table 15 for details).

**Table 15.** Assessment of the project Replication and Scalability

|  |  |  |
| --- | --- | --- |
| **Evaluation criteria** | **Evaluation Score** | **Justification** |
| Key project lessons learned and shared | **MS (3)** | The project documented following lessons learned in 2017-2020 (APRs 2017-2020):   * Procurement of contracts for the large studies and specialized technical equipment in Uganda is very slow due to the very low numbers of vendors who could match the specifications. So, in a country with a very limited specialized technical sector, it is advisable to leave more time and, in some cases, reserve a higher budget than expected in order to be able to procure items and skills required. Additionally adequate market surveys and pre-qualification process to screen and identify viable vendors should be implemented. Specialized requirement should be identified beforehand, procurement strategy developed and support from the regional and international UNDP Procurement Offices requested; * Involvement of government agencies as a Responsible Parties without set up coordination mechanism between them can lead to uncoordinated and ineffective delivery of the project outputs. So, relevant MoU s between the RPs should be signed at the project inception; * Without formal MoUs between MWE and UNMA and MWE and MAAIF the flow of funds from MWE to the RPs has been delayed. So, it is recommended that fund transfer to RPs and LDGs should be implemented directly from UNDP; * The relatively small number of fulltime staff in the PMU, from both UNDP as well as the GoU may result in individuals being overstretched and or unavailable when required. So, as a first priority, the necessary human re-sources should be put in place for a project management, with clear roles and responsibilities determined from the project start; * Delays in funds disbursement (from GCF to UNDP and subsequently to implementing partners) is a serious issue for the project implementation. To mitigate the impact there is a need to identify key project activities, prioritize their implementation by ensuring the early initiation of procurement processes and use of framework contracts as a strategy; * Community engagement in the project activities is challenging during elections due to political campaigns implemented in the districts. So, that period the project should focus on activities that does not require large community involvement; * The impacts of COVID-19 pandemic slowed down implementation of project activities. However, in some cases remote and safe community engagement strategies like local radio stations, ICT based communication systems, SMS and phased meetings can be applied; * High community expectations from the project require long time and more active work with communities to clarify and explain what actually the project can provide, and involve them in the process; * Disaster mitigation and response plans are key to handling any emergencies (like flooding) that would otherwise affect timely activity implementation.   The lessons generated by the project and reflected in the APRs are mainly managerial, but not technical. For example, it would be great to generate lessons from wetland restoration and sustainable management activities and climate-smart agriculture and alternative sources of income initiatives by the project. Surprisingly, no such technical lessons were reported in the APRs, however, they are clearly present in the Field Monitoring Reports and BTORs. The project lessons have not been shared yet with stakeholders, other projects and programs.  Some potential best practices that could be considered for sharing has been recorded by the IE team during the field visit:  • In Kabale community policing of wetland restoration and demarcation is more effective than by the district technical staff and MWE officers. This is because the community own and take up responsibility to protect wetland resources for the benefit of whole community;  • In districts where alternative livelihoods have been delivered in full and sufficiently to the wetland community, there is no wetland re-encroachment (e.g. in Nshenga village word II Mitooma town council Mitooma district and Mazuba sub county in Namutumba district) |
| Number and character of the project best practices and lessons learned applied by other projects and programs in Uganda and abroad | **S (4)** | The following project best practices have been already replicated in Uganda:   * One of the project best practices (Limoto wetland sustainable management) was selected by GoU to prioritize and scale up in its third National Development Plan and initiated efforts to mobilize up to $200 million towards scale up of the project across the country as part of its commitment to use nature-based solutions for realizing Nationally Determined Contributions (NDC) ambition commitment to Paris Agreement; * Other farmers started to use mini-irrigation systems based on the example provided by the project in Natoto[[92]](#footnote-92); * Although the project is supplying beehives and fish fingerlings, there are examples where communities replicated bee farming (Kabale and Rubirizi districts) and aqua-culture enterprises (Pallisa and Rubirizi) using local resources. |
| Potential applicability and scalability of the project best practices and lessons learned in Uganda and abroad | **S (4)** | Potential applicability and scalability of the project lessons and best practices (despite their yet limited number) in Uganda and abroad (e.g., other countries of East and South Africa) are high. However, to be highly applicable those lessons and practices need to be described in details and published through different communication channels. Hopefully, by the end of the project the PMU can develop a full set of detailed project lessons and best practices. |
| **Average Score:** | **S (4)** |  |

## IE Ratings & Achievement Summary

The IE ratings and project achievement summary is shown in the Table 16.

**Table 16.** IE Ratings and Achievement Summary

|  |  |  |
| --- | --- | --- |
| **IE Criteria** | **IE Rating** | **Comments** |
| **Project Strategy** | **MS** | The project is designed to address a set of specific climate and non-climate threats for Uganda wetlands and communities, with the most important threat being *Conversion of wetlands to agriculture, settlements, and other developments,* as the rate of wetland conversion in Uganda is very high. During the project development at least 277 stakeholders were consulted at national and local levels, plus the project was also based on the previous consultations completed in the frameworks of COBWEB and JICA projects in the same districts. The project wetlands/catchments restoration targets look very ambitious in comparison with area of wetlands restored in Uganda in 2014-2018. There are no specific budgets developed for each project Activity and budget notes do not explain what Activities are associated with each budget line. The PRF Indicators are not completely SMART, redundant, and sometimes even confusing. |
| **Relevance** | **HS** | The project is highly relevant to Uganda’s national priorities in wetland conservation and adaptation to climate change, and fully consistent with GCF and UNDP priorities and the Ramsar Convention global goals. Project strategies are fully relevant to address climate and non-climate threats to Uganda’s wetlands and communities. However, in some cases, they do not fully address low monetary value of wetland raw materials for local communities compared to high value agricultural crops produced in the wetlands. |
| **Effectiveness** | **MU** | The project implementation effectiveness is not sufficient yet and full achievement of the project Outcomes[[93]](#footnote-93) as stated in the PRF is unlikely if the project implementation does not change considerably. Thus, Outcome 1 is likely to be achieved by 70% for wetlands and 20% of catchments by 2025; Outcome 2 - by 10% for climate-resilient households and 0.5% for area of climate-smart agriculture; Outcome 3 - by 2%. Given the rate of wetland conversion in Uganda of 294-805 km²/year[[94]](#footnote-94)(1994-2015) the project efforts are currently unlikely to influence the conversion rate significantly[[95]](#footnote-95), without overcoming the project current implementation issues. |
| **Efficiency** | **MU** | The project Output delivery is only 33% of planned by the Mid-Term, So, all Outputs, except Output 3 (that is also behind the planned delivery value) are currently not on the target to be achieved. Actual expenses to deliver the project Outputs are significantly lower than the amount that was planned in AWPs 2017-2021 and consistent with the Output delivery: 36% - for Output 1, 27% - for Output 2, and 27% - for Output 3 If the project continues without significant management changes it is projected to be completed only in 2033. |
| **Progress towards Results** | **MU** | The project had relatively long preparation period: the years of 2017, 2018, and partially 2019 were mainly used for some preparatory activities to deliver the project Outputs. In 2020-2021 the project implementation was significantly slowed down by COVID-19 pandemic and related restriction. The key barriers for the project implementation have been identified as the following: (1) regular delays in release of the project funds; (2) lack of strong coordination between UNDP, MWE, MAAIF, and UNMA to deliver the project Outputs; (3) insufficient understanding of and trust to the project by local communities; (4) insufficient efforts for restoration of wetland catchments; (5) COVID-19 pandemic restrictions in 2020-2021; and (6) Extreme Climate Events (e.g., floods). |
| Output 1 Delivery | **MU** | Output 1 delivery is only 27% of planned by the Mid-Term |
| Output 2 Delivery | **MU** | Output 2 delivery is only 16% of planned by the Mid-Term |
| Output 3 Delivery | **MU** | Output 3 delivery is only 57% of planned by the Mid-Term |
| **Project Implementation and Adaptive Management** | **MS** | The project has a relatively strong project management arrangements with highly representative PSC (17 members), well-developed PMU (12 employees), and TWG (52 members), and three Responsible Parties – WMD/MWE, MAAIF, and UNMA. LDGs and some NGOs are involved in implementation of the project activities as partners. However, collaboration between the PMU, RPs and UNDP is not yet effective and that leads to regular prolonged approval of the project AWPs and disbursement of funds to the PMU and RPs for implementation. The project multi-year plan and AWPs are not detailed enough to allow effective implementation of project activities in the project districts and do not address all UNDP requirements. That results in long AWP approval process by UNDP and regular loss of Q1, Q2 (and sometimes Q4) for the project implementation. Total project expenses of GCF funds for 2017-2021(Q1&Q2) so far are only 31% of the amount planned for the same period in the AWPs. Difference between the date the funds are requested by the RPs and the date the funds are received from UNDP is sometimes as much as 55-77 days (2019 and 2020). Additionally, MAAIF and UNMA receive funding 3-4 months later than MWE, and that does not allow simultaneous delivery of Outputs 1-3 (2018, 2019, 2020). In 2020 the RPs received from UNDP only 50% of requested funding. Overall community engagement in the project activities is only ~25% of total planned community members involvement in 2017-2020. |
| **Sustainability** | **ML** | Financial sustainability is ML; Socio-economic sustainability – MU; Institutional and governance sustainability – L; and Environmental Sustainability – ML. There are some socio-economic risks for sustainability of Output 1 and 2: the probability is still high that local people come back to restored wetlands and convert them to agriculture again in absence of sufficient alternative livelihood options, strong law enforcement and direct compensation from the GoU. |
| **Country Ownership** | **S** | The ownership of the project is high at the level of national government (including the President), but the ownership decreases to LDG and community level, especially in Eastern Uganda due to lack of sustainbale and sufficient benefits. Involvement of LDGs, NGOs, and private sector in the project activities is not yet sufficient. Given regular delays in disbursement of the project funds and long (5-6 months) periods of the project inactivity, involvement of key partners, including local communiies, in the project activities is negatively affected. |
| **Gender Equity** | **S** | The project has a regularly updated Gender Mainstreaming Plan. In 2017-2018 total sums of women and men involved in different project activities are 16,216 (39%) and 25,886 (61%) respectively. However, in 2018-2020 percentage of women participated in the project activities increased from 36% to 39%. The project management bodies – PMU and PSC - are strongly dominated by males with percentage of females of 27% and 18% respectively. The project budget does not have allocation for specific gender mainstreaming activities. |
| **Innovativeness** | **S** | Climate Change Early Warning System that is under development under Output 3 is innovative for Uganda approach to generate weather forecasts and broadcast them among stakeholders through different communication channels. Additionally, new climate-smart agriculture and sustainable livelihood options provided by the project to local communities (e.g., irrigation farming, upland rice farming, fish ponds and bee hives) can be called innovative at local level. |
| **Unexpected Results** | **MS** | In 2017-2021 the project had a number of “positive” and “negative” unexpected results. Some “negative” results have never been reported by the PMU and were discovered by the IE team during the field trip. |
| **Replication and Scalability** | **S** | Lessons generated by the project are mainly managerial, but not technical. Nevertheless, some of the project successful practices were replicated by local communities without the project support. Additionally, one of the project best practices (Limoto wetland sustainable management) was selected by GoU to prioritize and scale up in its third National Development Plan. Potential applicability and scalability of the project lessons and best practices in Uganda and abroad are high, however, they need to be formulated with more details to ensure their successful application. |

# Conclusions and Recommendations

## 4.1. Project Strategy

**Conclusion 4.1. The project PRF Indicators are not fully SMART, repetitive, and sometimes have very ambitious targets, that makes project planning, reporting, implementation and M&E complicated.** The project Activities have no indicators at all, so it is unclear how each Activity contribute to the project Output and what are targets for each Activity by the end of the Project. The project does not have any impact Indicators associated with reduction of Direct Threats for the wetlands.

**Recommendation 4.1.1.** The IE Team recommend to make the following edits to the project indicators in the PRF in accordance with updated project ToC (Annex 2), if GCF approves the changes:

|  |  |
| --- | --- |
| **Original Output/Outcome/Indicator** | **Revised Output/Outcome/Indicator** |
| Output 1. Restoration and management of wetland hydrology and associated forests  Indicator 1.1. Wetlands and natural grasslands  rehabilitated  Indicator 1.2. Surface areas restored, rehabilitated or enriched with grassed, herbaceous and  wooded vegetation, reducing loss of top soil, protecting riverbanks and improving infiltration in critical areas | No changes  Indicator 1.1. Total area of wetlands restored, ha. End of the project target: 64,370 ha  Indicator 1.2. Total area of catchments restored, ha. End of the project target: 5,500 ha[[96]](#footnote-96)  Indicator 1.3. Total boundary of wetlands demarcated. End of the project target: 10,000 km |
| No Outcome 1 in the original PRF  Fund Level Impact Indicator 4.1 Area (ha) of habitat or kilometres of coastline rehabilitated (e.g. reduced external pressures such as overgrazing and land degradation through logging/collecting); restored (e.g. through replanting); or protected (e.g. through improved fire management; flood plain/buffer maintenance)[[97]](#footnote-97) | Outcome 1. Increased area under sustainable wetland and catchment management.  Indicator 1. Total area of wetlands and catchments in the project districts managed sustainably (restored, demarcated, covered by wetland and catchment management plans, with no loss of wetland area and tree cover), ha. Suggested end of the project target – 65,000 ha[[98]](#footnote-98) |
| Output 2. Improved agricultural practices and alternative livelihood options in the wetland catchment  Indicator 2.1. Percentage increase in agricultural incomes and alternative livelihoods in the project sites[[99]](#footnote-99)  Indicator 2.2. Number of women involved in  livelihoods and employability interventions in the project sites[[100]](#footnote-100) | Output 2. Increased capacity of local communities on climate-smart agriculture and alternative livelihood options outside wetlands.  Indicator 2.1. Total number of people in the project areas (females/males) trained and supported on climate-smart agriculture and alternative livelihood options (including jobs) outside wetlands.  Suggested end of the project target: 52,640 people (40% of females)[[101]](#footnote-101)/11,200 households |
| No Outcome 2 in the original PRF  Fund Impact Indicator 1.2. Number (percentage) of households adopting a wider variety of livelihood strategies/coping mechanisms[[102]](#footnote-102);  Fund Impact Indicator 1.4 Area (ha) of agricultural land made more resilient to climate change through agricultural practices (e.g. planting times, new and resilient native varieties, efficient irrigation systems adopted)[[103]](#footnote-103). | Outcome 2. Increased number of households in the project area practicing climate-smart agriculture and having non-agricultural wetlands-friendly sources of income; and Increased area under climate-smart agriculture, ha  Indicator 2a. Total number of households (or people) in the project area practicing climate-smart agriculture and having non-agricultural wetlands-friendly sources of income. Suggested end of the project target – 10,080 HH (or 47,376 people (40% of females))[[104]](#footnote-104).  Indicator 2b. Total area under climate-smart agriculture and agroforestry, ha. Suggested end of the project target – 12,500 ha[[105]](#footnote-105) |
| Output 3. Strengthening access to climate and early warning information to farmers and other target communities to support wetland management  Indicator 3.1. % of population with access to improved climate information and drought, flood  and severe storm warnings (disaggregated by gender)[[106]](#footnote-106).  Indicator 3.2. Number of early flood warning systems installed in vulnerable communities; | No Changes  Indicator 3.1. Total number of people (40% are women) with access to early warnings and weather forecast information. Suggested end of the project target – 2,340,000 people[[107]](#footnote-107)  Indicator 3.2. Total number of AWSs and AWLs installed in the project districts. End of the project target - 40 |
| No Outcome 3 in the original PRF  Project Outcome Indicator 7.2 Number of males and females reached by [or total geographic coverage of] climate-related early warning systems and other risk reduction measures established/ strengthened[[108]](#footnote-108) | Outcome 3. Increased number of people in the project area using early warnings to plan climate-smart livelihood options  Indicator 3. Total number of people in the project area receiving early warnings and using them to plan climate-smart livelihood options. Suggested end of the project target – 1,404,000 people (40% women)[[109]](#footnote-109) |
| No Project Impact is in the original PRF | Project Impact. Decreased wetland degradation rate in the project districts, ha/year. Ideally end of the project target should be 0 ha/year[[110]](#footnote-110) |

Additionally, it is recommended to develop a set of indicators for each project Activity (2-4 indicators for each Activity) and define their end of the project values consistent with updated project Outputs values. In this way the PMU will have clear understanding how each project Activity contributes to the project Outputs. It is recommended to the PMU to discuss with UNDP and GCF and make all that changes in October 2021.

## 4.2. Effectiveness, Efficiency, and Progress towards Results

**Conclusion 4.2. Delivery of the project Outputs to achieve the expected Outcomes is delayed and need to be improved. The project can be put on track to deliver the Output targets with some suggested adjustments.** As was discussed in the *Efficiency* section overall delivery of the project Outputs is estimated only in 33% of planned by the Mid-Term (Output 1 – 27%; Output 2 -16%; and Output 3 – 57%)[[111]](#footnote-111). However, actual Output delivery can be even lower than was shown by the project APRs: for example, only in Sheema and Pallisa districts all project Outputs were delivered more than 50% of expected by the Mid-Term, however, in majority of the project districts Output delivery varies from 5% (e.g., in Kanungu, Rubirizi, Butaleja, Budaka, Tororo, Kumi, Ngora) to 25% (e.g., in Kabale, Ntugamo, Mitooma, Namutumba) of planned by the Mid-Term. The key barriers to move the project forward were identified as the following:

* Systematic delays in release of the project funds from UNDP to RPs and from RPs to partners in the districts, so each year the project loses Q1, Q2 and sometimes Q4, for implementation;
* Lack of strong coordination between MWE, MAAIF, and UNMA to deliver the project Outputs;
* Insufficient understanding of and trust to the project by local communities as the livelihood options provided are often incomparable with financial benefits from agriculture in wetlands;
* Restoration of wetland catchments is not well planned and as a result, significantly lagging behind;
* COVID-19 pandemic restrictions in 2020-2021 slowed down and stopped majority of the project activities;
* Extreme Climate Events in 2020(flooding in Lake Kyoga basin) delayed many project Activities.

The project is still possible to put back on track and fast-track its implementation, however, some of the suggested adjustments in the project PRF indicators should be made (see Recommendation 4.1). Other recommendations to improve the project Effectiveness, Efficiency and Progress towards Results are the following:

**Recommendation 4.2.1**. The PMU and UNDP should submit a request to the GCF for the project extension for **2 additional years** (until 2027) without increasing the project budget due to COVID-19 pandemic and restrictions, and dramatic flooding in 2020-2021. As a result of those events, the project implementation was significantly slowed down for almost 2 years. Ideally, the extension request should be submitted to GCF by December 2021.

**Recommendation 4.2.2**. The PMU, MWE, MAAIF, and UNMA should update the multi-year project plan until 2025 (or until 2027 if the project extension is granted) and downscale it to the project districts (it will also allow to achieve coordinated project implementation by the districts sharing same wetlands). So, each project district will have targets for the project Activities and Outputs and budget estimates to deliver it that will sum up to the entire project Output and Activity targets and the entire project budget. The multi-year plan should ideally indicate the project sites and target communities and partners who will deliver project Activities in the districts. This multi-year planning should be done in cooperation with LDGs and NGOs (e.g., IUCN, Environment Alert, WWF, Ecotrust, CARE, and others) and private sector that currently are not involved in the project or involved only partially, but have much higher potential for delivery of the project Activities. The multi-year plan should be produced by December 2021, agreed with UNDP CO, and submitted for review and approval to the PSC.

**Recommendation 4.2.3**. By October 1 2021 and each following year UNDP CO should provide clear requirements/check-list to the PMU, MWE, MAAIF, and UNMA on annual planning and reporting based on analysis of previous issues in the APRs and AWPs that led to prolong review and clearance of previous AWPs. If necessary UNDP provides a training session to PMU and partners on the planning and reporting standards focusing on issues in previous AWPs and APRs (the trainings should be the project specific, but not general).

**Recommendation 4.2.4**. By October 30 2021 and each following year the PMU produces an AWP for next year based on UNDP CO requirements. Each AWP should be downscaled to the district level similar to the multi-year project plan, so each district will have a plan for delivery of the project Activities and clear annual budget for the project implementation. So, LDGs will know in advance what budget is allocated to them and include this information in the IFMS financial system in advance to speed up the process of activity implementation. The AWP should clearly show what activities will be implemented in specific sites and communities, who will deliver the activities and when they will be delivered with specific expected results. The annual work planning should involve consultations with LDGs and NGO that are currently not involved in the project with full capacity. Ideally it has to be decided at the planning stage what organizations will be involved in the implementation of the project activities through direct contracting as partners and what budget will be assigned for each partner. Each involved partner in the AWP should be approved by the PSC during review of the AWP to allow direct contracting (it will save enormous time as the PMU will avoid long competitive contracting process). Each AWP should have detailed budget notes explaining all project expenditures. Also, MWE, MAAIF, and UNMA can use procurement approaches that require much less time as standard procurement: e.g., Framework Contracts, Request for Quotation(RFQ), Restricted Bidding, etc. Annual procurement plan should be developed along with AWP and contain enough details to allow effective procurement. Similar requirements should be applied to the project quarterly plans.

**Recommendation 4.2.5**. By November 15 2021 and each following year the PMU and UNDP CO should have a technical in-person meeting (3-4 days) with all necessary staff present (including MAAIF and UNMA leaders for Outputs 2 and 3) to review and if necessary correct the AWP and complete clearance process of AWP by UNDP CO, before the AWP is submitted to PSC for approval. By November 30 2021 and each following year the PMU should organize a PSC meeting and approve AWP cleared by UNDP CO. By December 5 2021 and each following year UNDP CO should submit the AWP to UNDP GSSU for review and clearance with expectation to receive funds form GSSU by January 15 2020 and each following year. By February 1 2022 and each following year UNDP CO should provide the funds to MWE, MAAIF, and UNMA or directly to the project partners for implementation of the Activities based on Responsible Party Agreements. All delays in this sequence should be addressed immediately by PMU and UNDP; all the steps of the process should be strictly controlled by the National Project Coordinator.

**Recommendation 4.2.6**. To fast track delivery of the project activities in 2021-2025 (or 2027 if the extension approved) the PMU should fully involve working potential of NGOs and LDGs. For example, IUCN can restore 3,200-4,000 ha of wetlands annually and the Environmental Alert can restore up to 1,200 ha catchments a year, but currently these NGOs are involved in the project implementation only on a small portion of their capacity. Also, PMU should involve other NGOs, like WWF, Ecotrust, and CARE in wetland and catchment restoration process and potentially in livelihood activities under the Output 2 (see specific recommendations for that below). Active involvement of NGOs and LDGs will allow to achieve the project targets for the Output 1 and partially for the Output 2. As was found out by the IE mission, the LDGs currently receives minimal project funds. However, in the previous UNDP COBWEB project where resources were disbursed directly to the districts and communities, considerable progress was realized in project outputs (e.g., in SLM and ILM). PMU should equip the district technical staff and community groups instead of using contractors who have not been able to invest ample time on building productivity of community livelihood enterprises. That can be done through Direct Contracting (if specific partners are identified in the AWP and approved by the PSC with approval of the AWP), Grants to local community groups to implement wetland restoration or develop local sustainable livelihood project, or direct implementation of activities by MWE and MAAIF with involvement of local communities and LDGs in the process. If competitive procurement is unavoidable it should be as non-restrictive as possible to enable the local service providers compete with other providers. Additionally, the PMU, RPs and partners should consider involvement of local communities directly in the restoration process under Output 1 using “cash for work” approach (partially practiced by IUCN Uganda). So, communities can receive immediate benefits from the project for active participation in the restoration process and at the same time contribute significantly to delivery of the project Outputs.

**Recommendation 4.2.7**. For effective delivery and sustainability of the Output 1 the PMU, RPs, and partners should not only demarcate the wetlands restored by the project, but ideally all target wetlands in the project districts[[112]](#footnote-112). That will allow to ensure that wetland degradation does not continue in parallel with restoration process and with potentially much higher rate than the restoration. Additionally, under Output 1 the project should build LDGs and communities capacity on the monitoring and law enforcement of the wetland protection to decrease cases of the wetlands re-encroachment by local communities and private sector. Another good option is not only develop Community Wetlands Management Plans but also support development of District Wetlands Management Plans for the target districts for the nearest 5 years. These measures will ensure sustainability of the Output 1.

**Recommendation 4.2.8.** While delivery of the project Outputs the RPs – MWE, MAAIF, and UNMA should work as one team to ensure that wetland restoration and climate-smart livelihood activities are implemented simultaneously and community do not wait for long time for alternative livelihood options after they vacated the wetlands. To ensure that, all the RPs should submit the requests for funding to UNDP CO simultaneously and UNDP CO should provide the funding to the RPs in no more than 15 days after the requests. UNDP CO should provide requested amount of funding in accordance with approved AWP and do not decrease the requested amount (as was the case in 2020). All communication between UNDP CO and RPs should be done through the PMU to ensure strong coordination of RPs actions as one team.

**Recommendation 4.2.9**. For delivery of the Output 2 the IE team suggests a specific set of the following recommendations:

* Development of community capacity in climate-smart agriculture and alternative livelihood can be a long and repetitive process requiring much more investments than was originally planned as some of the livelihood options may fail and others require specific capacity building to ensure sustainability. For example, now communities have a feeling that every livelihood option should be given, maintained and replicated by government: e.g., if given pigs, poultry and aqua-culture, local people believe the government should give them feeds. There is a need to provide communities with one page literature on feed formulation in respective local languages. There is need for capacity building in equipment maintenance using local material (e.g., fence repair, beehive construction, and construction of housing for livestock). Additionally, communities should be trained on a basic financial management and encouraged to save part of their income from provided livelihood options for maintenance and development. Additionally, right after handover of livelihood alternatives to communities MOUs including wetland conservation options (e.g., a promise do not re-encroach the wetland) should be signed between community (or specific community members), MAAIF and district leaders in order to avoid irresponsible actions such as coming back into the wetlands for agriculture or selling a livelihood enterprise to buy a smartphone, etc., that currently happens. Cooperation with private sector at district level should be considered to develop and support effective value chains for alternatives provided to local communities;
* MAAIF and partners for Output 2 should exercise a due diligence to select credible local private sector entities in the districts to supply inputs such as seeds, feeds, pesticides, fertilizers, beehives, etc. IE team found that some of the contractors provide poor quality services to target communities;
* There is a good link between dairy production, piggery production and wetland conservation that is not being exploited for delivery of the Output 2 yet. Pastures like elephant grass have great rooting architecture that can hold soil and water both at the wetland and agricultural landscape while the about ground biomass can be used to feed cattle and goats through the year. Piggery production has a high turn-over rate of six month to market weight and three month gestation period to produce between 5 – 12 piglets. So, the piggery can be wider used as an alternative livelihood option for local communities. Also, local community prefer goats as the key livestock in the project area that is resilient to climate change. However, before wide application of these livelihood options we recommend to test their effect on wetlands and catchments in limited area;
* It is recommended MAAIF and partners to pay more attention for development of alternative livelihood options in Eastern Uganda where the main income of local communities is generated from rice farming in wetlands. Ideally, upland rice farming options with irrigation could be a solution, but economic feasibility study is necessary to make sure it can be competitive with traditional rice cultivation in wetlands. New for local communities farming alternatives (like vegetables farming) requires much more efforts and investments to be established, including necessary value chains;
* The IE team found out that the project team is still uncertain what job training centers should be established in the project districts and how they should function. As a sound alternative to establishment of new training centers with uncertain sustainability after the project is over, the IE team recommends MAAIF to use a potential of existing Vocational Training Centers in Uganda to train local people new specialties and jobs. The Centers are located throughout of Uganda, including the project districts and have well established job training programs. The aim of such training centers is to build up core skills, provide counseling services to the citizens as well as get chances to advance their learning. Among the courses provided are electronics, electricity, motor vehicle, sheet metal and plumbing, wood working, brick laying and many others. After a particular course, a certificate of completion is awarded to the trainee and the centers try to assist the trainees to find jobs. Please, explore the following and other vocational training centers as partners for the project: the Nakawa vocational Training College, Uganda Youth Skill Training Organization, Resilient Women’s Organization (provide vocational trainings to rural women). So, instead of establishing new centers the project can make agreements with existence vocational centers and organizations to train selected community members and cover the training costs.
* To intensify delivery of livelihood options outside the wetlands please consider partnerships with such organizations like FAO Uganda (Farmer Field Schools approach), World Vision Uganda Resilience and Livelihoods Program, Cordaid Uganda, IUCN Uganda, Farm Africa. All those organizations have well-established and functional sustainable community livelihood programs, including climate-smart agriculture and agro-forestry, in Uganda.

## 4.3. Project Implementation and Adaptive Management

**Conclusion 3. The project has relatively strong project management arrangements. However, the process management is currently insufficient to ensure full delivery of the project Outputs in the remaining time and needs to be improved.**

See Recommendations 4.2.1-4.2.8. Additional recommendations are provided below:

**Recommendation 4.3.1.** Similarly to the project planning, project annual and quarterly reporting should be more detailed with explanation what was achieved in each of the project districts and detailed description of the project expenses against each activity[[113]](#footnote-113). All project unexpected results and failures should be reflected in the reports along with successful practices. To speed up quarterly and annual reporting LDGs and Regional Wetland Officers should submit their reports directly to the PMU (not through MWE).

**Recommendation 4.3.2.** To effectivelyfast-track theproject implementation it is recommendedthat PMU employees seconded from the GoU work full time for the project in 2021-2025 (or until 2027) and were freed from other responsibilities at their agencies. If that is not possible, it is recommended to recruit additional 1-2 staff per a RP in the PMU under GCF project funds to work full time and coordinate project related activities of MWE, MAAIF, and UNMA with support of the GoU seconded staff. The project management (especially, a crisis management as the case for this project) is a full time job and should not be mixed with operational management of the government agencies. These additional staff will ensure representativeness of MAAIF and UNMA in the PMU and strong coordination between all three RPs to deliver the project Outputs as one team.

**Recommendation 4.3.3.** The PMU and RPs (MWE, MAAIF, UNMA) should organize quarterly field monitoring trips to the project sites and project districts. Output 2 requires even more intensive monitoring to timely detect problems with provided livelihood options and implement corrective measures. If the PMU does not have capacity to do quarterly M&E activities in the project districts, consider involvement of LDG Teams for such activities or hire consultants. Additionally, the IE team recommends the PMU to organize wetlands surveys in 2021 and 2025 using high resolution remote sensing data and field verification to identify area of wetlands in the project districts and calculate wetland degradation rate to monitor project impact on this critical threat. Additionally it will allow to demonstrate the project direct contribution to NDP III goal to increase wetland cover in Uganda from current 10.9% to 12% by 2025 and 13% - by 2040.

**Recommendation 4.3.4**. The PMU, RPs and partners should organize quarterly lessons learning sessions to discuss what works, what do not work, and why. The project should pay more attention to technical lessons (from direct delivery of Output 1-3) to ensure the team does not make same mistakes again or take full advantage of successful practices. The lessons should be described in sufficient details to ensure their efficient replication (in case of best practices) or avoidance (in case of negative experience). The project lessons should be reported in quarterly report (a good practice used by many UNDP/GEF projects). The project should consider a publication with the project lessons and best practices to ensure that they are used and replicated (or avoided) by other projects and programs in Uganda and abroad.

## 4.4. Gender Equity

**Conclusion 4.4. Despite the well-articulated project Gender Mainstreaming Plan no budget is allocated for specific gender mainstreaming activities.**

**Recommendation 4.4.1.** The PMU should allocate a budget for specific gender mainstreaming activities, especially under Output 2, to ensure that women, youth, poor and disabled people can fully participate and benefit from the project activities and livelihood options provided by the project, including irrigation farming schemes. Specifically, the following gender mainstreaming activities are recommended for consideration by the PMU and RPs and inclusion in the AWPs with specific budget:

* **Annual trainings and refreshers on gender mainstreaming for RPs and LDGs** (government officers and all project related committees like wetland users, project implementing teams, GRM committees on gender mainstreaming and inclusive participation): should be provided in all project districts by the project gender team. Estimated annual budget: $40,710;
* **Annual GBV prevention initiatives** (trainings, community dialogues, monitoring and follow up meetings, workshops on referral pathway synergies, etc.): should be provided in all project districts by the project gender team. Estimated annual budget: $62,302;
* **Gender survey on how women benefit from the livelihood options provided, what options the most beneficial for women, and what options do not produce GBV:** the survey should be organized in 2022 and repeated in 2025 (or in 2027 if the project extended) to adjust current project activities and extract lessons from the project results to optimize gender mainstreaming activities in this and other projects. The PMU should consider hiring consultants for the survey. Estimated costs of 2022 and end of the project surveys together: $20,000-30,000;
* Additionally, **specific climate-smart farming and vocational trainings and livelihood options for local women and women groups** should be provided in project districts via NGOs that target gender issues, like the Resilient Women’s Organization, Uganda Youth Skill Training Organization, World Vision, and others. These women targeting trainings can be fully integrated in delivery of the Output 2 and will fully contribute to achievement of the Output 2 target indicator values. Estimated annual costs of these gender-specific activities: at least $150,000-200,000;
* The PMU should explore viability and potentially implement **revolving and micro-loan funds** activities mentioned in the GCF proposals. Such funds will allow women and women groups (as well as other disadvantaged community members) to borrow money or even receive small grants for participation in the irrigation farming schemes, benefit from them, and pay their loans backs after first yield from the irrigation farming. Additionally, such funds will allow to start a small business enterprises by women groups and other community members in the project districts. Such micro-loan project s in India and Central Asia demonstrated that women can be the most efficient managers of the funds.

**Recommendation 4.4.2.** The PMU should operationalize GRM in the project districts in 2021. It looks like the GRM structure is already in place but it is not yet functional. Local women and other vulnerable groups should be aware of the GRM and know how to submit grievances.

# Annexes

## Annex 1. Project Situation Analysis Diagram (simplified)

Timeline

Description automatically generated with low confidence

## Annex 2. Updated Project Theory of Change

**Diagram, timeline

Description automatically generated**

Annex 3. Using GIS to detect critical trajectories and map hotspots of Wetland Vegetation Health transformations under IE of the project: Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711)

See the file Annex 3. Using GIS to detect critical trajectories and map hotspots of Wetland Vegetation Health. doc

## Annex 4. List of project stakeholders for the IE

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder** | **Mandate/functions/activities** | **Role in the GCF project implementation and relevant project Outputs and Activities** | **Planned Interviewees** | **Phone/Email** |
| PMU | GCF project management | GCF project day to day management, monitoring, and reporting | Lucy Iyango, Project Liaison Officer/ Assistant Commissioner | Iyangol2010@gmail.com 0772886422 |
| Dr. Kakuru Willy, National Project Coordinator | wnkakuru@yahoo.com 0701837113 |
| Vincent Barugahare, Principle Wetlands Officer | vbarugahare@yahoo.com 0774434969 |
| Lauben Nshemereirwe, Project Accountant | nshemereirwelauben@yahoo.com 0758280650 |
| Jascinta Nalwoga, Project Management Specialist | jascinta.nalwoga@undp.org 0784741144 |
| Jimmy Brian Toko, Project M&E Specialist | jimmy.toko@undp.org 0782399762 |
| Vincent Kakuru, ESSD Specialist | kakuruov@gmail.com 0771345644 |
| Joseph Malinga, Communications Specialist | joseph.malinga@gmail.com 0782642132 |
| Nantege Robinah, Gender Officer/ MWE Focal Point | matovuronah@yahoo.com  0704601698 |
| Businge Daniel, Regional Wetlands Coordinator, South Western | Danmwe8@gmail.com 0772986949 |
| Deo Kabaalu Regional Wetlands Coordinator, Eastern | deolukabaa@yahoo.co.uk 0782729140 |
| Project Steering Committee | Supervision and support to the GCF project management | Review and approval of the project annual plans and reports, Advisory to the PMU | Alfred Okot Okidi, Permanent Secretary, Ministry of Water and Environment (MWE) | ps@mwe.go.ug |
| Pius Wakabi Kasajja, Permanent Secretary Ministry of Agriculture Animal Industry and Fisheries (MAAIF) | ps@agricluture.go.ug |
| Keith Muhakanizi, Permanent Secretary/ Secretary to the Treasury, Ministry of Finance Planning and Economic Development (MoFPED) | ps@finance.go.ug |
| Dorcus Okalany, Permanent Secretary, Ministry of Lands Housing and Urban Development | ps@mlhud.go.ug |
| Ben Kumumanya, Permanent Secretary, Ministry of Local Governments | ps@molg.go.ug |
| Elsie Atafua, Resident Representative, United Nations Development Programme (UNDP) | Elsie.Atafua@undp.org |
| Sheila Ngatia, Deputy Resident Representative, UNDP | Sheila.Ngatia@undp.org |
| Festus Luboyera, Executive Director, Uganda National Meteorological Authority (UNMA) | [ed@​unma.go.ug](mailto:ed@​unma.go.ug); festo.luboyera@unma.go.ug |
| Dr. Tom Okurut, Executive Director, National Environment Management Authority (NEMA) | tokorut@nemaug.org  0772401039 |
| Tom Okello Obong, Executive Director, National Forest Authority (NFA) | tomokello@yahoo.co.uk  0772550294 |
| Sam Mwandah, Executive Director, Uganda Wildlife Authority (UWA) |  |
| Collins Oloya, Director- Directorate of Environment Affairs, Ministry of Water and Environment | oloyacollins@gmail.com  0772889622 |
| Bob Natifu, Commissioner- Climate Change Department, Ministry of Water and Environment | [bob.natifu@gmail.com](mailto:bob.natifu@gmail.com)  0701 666778 |
| Basajabala Jafari, District Chairperson LC 5, Bushenyi District Local Government |  |
| Bernard Elly Mujasi Masaba, District Chairperson LC 5, Mbale District Local Government |  |
| Dr. Joshua Zake, Executive Director, Environment Alert | [joszake@gmail.com](mailto:joszake@gmail.com)  0773057488 |
| Sophie Kutegeka, Head of Uganda Country Office; International Union for the Conservation of Nature (IUCN) | Sophie.KUTEGEKA@iucn.org  0772610061 |
| Ministry of  Water and Environment (MWE) | Developing legislations, policies and standards for management of water and environment resources  Providing sustainable safe water supply and sanitation facilities in rural areas  Providing viable water supply and sewerage/sanitation systems for domestic, industrial and commercial use in urban areas  Provision of water for production for use in agriculture , rural industries , tourism and other uses  Coordinating the national development for Water for Production (agriculture, industry, aquaculture, tourism, trade)  Promotion of integrated and sustainable water resource management  Providing effective planning, coordination and management mechanisms for water and sanitation sector  Providing sound and sustainable management of environment for optimum and social and economic benefits for the present and future generations  Promotion of effective management of forests and trees to yield increases in economic, social and environment benefits for the current and future generation , especially the poor and vulnerable  Receiving, transmitting and processing all weather data from stations nationwide and to international centres | Implementing Partner for this project and Chairperson of the Project Steering Committee  Project Co-financing | Alfred Okot Okidi  Permanent Secretary | ps@mwe.go.ug |
| Collins Oloya  Acting Director, Directorate of Environment Affairs | oloyacollins@gmail.com  0772889622 |
|  |  |
|  |  |
| Department of Water Resource Monitoring and Assessment  (DWRM) | Provide technical guidance on hydrological assessments for restored wetland sites | Participation in delivery of Output 3: Activities 3.1 – 3.4 | Faima Aimo | afaima12.aimo@gmail.com  0776593396 |
| Wetlands Management Department (WMD) | Responsible for managing wetland resources, undertaking activities to build capacity of local governments to assess wetland resources, plan and implement activities for  their sustainable management  Development of District Wetland Inventory Reports (DWIRs) | Delivery of Output 1: Activities 1.1-1.4  Participation in delivery of Output 3: Activities 3.1 – 3.4 | Mr. Collins Oloya  Commissioner, Wetlands Management Department  and Ms. Lucy Iyango  Project Liaison Officer | oloyacollins@gmail.com  0772889622  Iyangol2010@gmail.com 0772886422 |
| Climate Change Department | National Focal Point for the United Nations Framework Convention on Climate Change (UNFCCC) and its Kyoto Protocol (KP), through its Secretariat established under article 8 of the Convention for the purpose of ensuring that Uganda meets her obligations.  Co-ordination of national climate change actions (Mitigation and Adaptation) in different sectors, including the creation of awareness among various stakeholders to enable them internalize their roles and responsibilities under the Convention and its Kyoto Protocol.  Monitoring the implementation of mitigation and adaptation activities and progressively update of Government, the Uganda population and the COP to the UNFCCC and its Kyoto Protocol. | Collate information from implementation of the GCF Project and its contributions to Uganda’s commitments to climate action stipulated in the Nationally Determined Contributions (NDC), National Adaptation Plans (NAPs) and other commitments | Bob Natifu  Acting Commissioner, CCD | [bob.natifu@gmail.com](mailto:bob.natifu@gmail.com)  0701 666778 |
| IUCN | The Uganda programme promotes nature-based solutions in the climate change prone areas e.g. Mt. Elgon and Karamoja region. Local people’s knowledge is enhanced based on their indigenous and social-cultural institutions and lifestyles. The Programme demonstrates improved natural resource governance through an integrated water resources management (IWRM) planning process, which, not only conserves water resources but also the accompanying biodiversity. The importance of biodiversity as a foundation of sustainable development and an important component important for disaster risk reduction (DRR) is demonstrated to ensure sustainable livelihoods. | Member of the Project Steering Committee  Direct delivery of Output 1 (Activities 1.2.1) | Ms. Sophie Kutegeka | Sophie.KUTEGEKA@iucn.org  0772610061 |
| Environmental Alert | Exists to advocate for enabling environment, sustainable natural resources management and food security for targeted communities through empowerment and policy engagement  Key focus on:   * Increased massive deforestation * Unsustainable utilization of wetlands and wetland resources * Land and soil degradation * Poor waste management * Inadequate access to Water Sanitation and Hygiene services | Member of the Project Steering Committee  Direct delivery of Output 1 (Activities 1.3.1)  Direct delivery of Output 2 (Activities 2.2.2, 2.2.3, 2.2.4, 2.2.5) | Dr. Joshua Zaake | [joszake@gmail.com](mailto:joszake@gmail.com)  0773057488 |
|  |  |
| UNDP | In Uganda, UNDP supports the Government to achieve sustainable development, create opportunities for empowerment, protect the environment, minimise natural and man-made disasters, build strategic partnerships and improve the quality of life for all citizens. | Project Oversight and  Quality Assurance;  Senior Supplier;  Project Co-Financing | Dr. Johnson Nkem | Jphnson.Nkem@undp.org |
| Daniel Omodo | [daniel.omodo@undp.org](mailto:daniel.omodo@undp.org)  0772289140 |
|  |  |
| Ministry of Agriculture, Animal  Industries and Fisheries (MAAIF) | • Formulate, review and implement national policies, plans, strategies, regulations and standards and enforce laws, regulations and standards in the agriculture sector and implement the industrialization programmes; along the value chain of crops, livestock and fisheries.  • Control and manage crop, livestock and fisheries epidemics and disasters, and support the control of sporadic and endemic diseases, pests and vectors.  • Regulate the use of agricultural chemicals, veterinary drugs, biological, planting and stocking materials as well as other inputs.  • Support the development of infrastructure and use of water for agricultural production along livestock, crop and fisheries value chains.  • Establish sustainable systems to collect, process, maintain and disseminate agricultural statistics and information.  • Support provision of planting and stocking materials and other inputs to increase production and commercialization of agriculture for food security and household income  • Develop public infrastructure to support production, quality / safety assurance and value-addition along the livestock, crop and fisheries commodity chains.  • Monitor, inspect, evaluate and harmonize activities in the agricultural sector including local governments.  • Strengthen human and institutional capacity and mobilize financial and technical resources for delivery of agricultural services. | Member of the Project Steering Committee  Direct delivery of Output 2 (Activities 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.2.1,2.2.2, 2.2.3, 2.2.4) | Eng. Ronald Katto Kayizzi  and Eng. Katto Andrew | [kayron@engineer.com](mailto:kayron@engineer.com)  0772423820  and [bkatto1@gmail.com](mailto:bkatto1@gmail.com)  0772182029 |
| Ministry of Finance, Planning, and Economic Development | Coordination and oversight supervision of GCF Projects in Uganda | As a Nationally Designated Authority (NDA) of the GCF funding in Uganda, prepares periodic reviews progress reports on the Wetlands Restoration and other projects endorsed by the country, which are submitted to GCF secretariat | Andrew Masaba, Principal Economist and Desk Officer for Climate Finance | andrew.masaba@finance.go.ug  0782177125 |
| CARITAS-Uganda | Education and medical care for local communities; key focus - children | Direct delivery of Output 2 (Activities 2.1.4)  Not yet directly involved in the project implementation |  |  |
| Uganda National Meteorology Authority (UNMA) | To improve the quantity and quality of meteorological services to customers by strengthening the observing network, National Meteorological Centre (NMC), data and information exchange according to WMO (World Meteorological Organization) and International Civil Aviation Organisation (ICAO) standards.  To build a skilled and motivated workforce through good human resource management practices.  To promote greater awareness of the benefits of using meteorological services, information and products for public safety and social-economic planning [through workshops, print media, talk shows on radio and television]  To improve the accuracy and reliability of forecasts and advisory services to customers through the development of climate prediction and short-term weather forecasting capability.  To achieve a sustained increase in revenue generation besides earnings from services for public good to facilitate implementation of other strategic objectives. | Member of the Project Steering Committee  Direct delivery of Output 3 (Activities 3.1.2, 3.1.3, 3.1.4, 3.1.4, 3.1.5, 3.1.7, 3.1.8, 3.1.10,3.1.12,3.1.13,3.1.14, 3.2.3, 3.2.4, 3.2.5, 3.2.6, 3.2.9, 3.2.10,3.3.1, 3.3.2,3.3.3, 3.3.4, 3.3.5,3.3.6, 3.3.7, 3.3.8,3.3.9, 3.3.10, 3.3.11,3.3.12, 3.3.13, 3.3.14,3.3.15, 3.4.1, 3.4.2, 3.3.3, 3.4.6, 3.4.8, 3.3.9, 3.4.12) | Godfrey Mujuni; Head of Component 3  and Bataze James; Alternate Head of Component 3 | grmujuni@gmail.com  0772568977  batazej@gmail.com  0782103950 |
| FITs insights | Package meteorological data and information collected by UNMA and disseminate it to communities to strengthen building resilience for based on climate and early warning services | Direct delivery of Output 3 (Activities 3.3.14, 3.3.15, 3.3.17, 3.3.18 |  |  |
| Restore Ecosystems Uganda | Promote the restoration of degraded natural and semi- natural ecosystems, as a contribution to reversing of biodiversity loss due to climate change effects, improving the ecosystem resilience and enhancing the provision of ecosystem services and improve the welfare of the people through innovative and sustainable environmental management in Uganda | Direct delivery of Output 3 (Activities 3.3.15  Not yet directly involved in the project implementation |  |  |
| GCF National Designated Authority (NDA) with a mandate to Ministry of Finance, Planning and Economic Development in Uganda | Support GCF processes such as projects’ assessment and approvals, issuance of a no-objection certificate/letter, and/or application for accreditation, among other roles and responsibilities. The NDA meets as and when there is GCF business to discuss and complete. The NDA regularly shares information about the fund through a mailing list where these CSOs are included. The expectation is that the same would be shared with the wider constituencies.  Convening periodic GCF portfolio meetings involving all GCF beneficiaries in Uganda for sharing experiences | Member of the Project Steering Committee: Senior Supplier | Andrew Masaba, Principal Economist and Desk Officer for Climate Finance | andrew.masaba@finance.go.ug  0782177125 |
| National Agricultural Advisory Services Project (NAADS) | * Management of the agricultural input distribution chains involving procurement and distribution of inputs to district local governments * Strategic interventions involving procurement and distribution of agricultural inputs for priority commodities under commodity approach, supporting multiplication of planting and stocking materials; * Agribusiness business development * Supporting value chain development focusing on the upper end of commodity chains. | Participation in delivery of Output 3  Not directly engaged in project delivery |  |  |
| National Environment Management Authority (NEMA) | * Enhancement of environmental compliance and enforcement * Environmental integration at national and local government level * Increasing and enhancing access to environmental information, education, awareness and public participation * Strengthening the institutional capacity of NEMA to execute its mandate; and, * Creating and enhancing national, regional and international partnerships and networking for effective environment management and sustainable development | Member of the Project Steering Committee | Dr. Tom Okurut  Executive Director | tokorut@nemaug.org  0772401039 |
| National Forest Authority | * To improve management of forest reserve; * To expand partnerships agreements; * To supply high-quality forest products and services; | Member of the Project Steering Committee | Mr. Tom Okello | tomokello@yahoo.co.uk  0772550294 |
| Uganda Wildlife Authority | To conserve, economically develop and sustainably manage the wildlife and protected areas of Uganda in partnership with neighboring communities and other stakeholders for the benefit of the people of Uganda and the global community | Member of the Project Steering Committee | Mr. Sam Mwanda |  |
| Uganda Tourism Board | Works with other government agencies to promote tourism. The agency also works with the private sector primarily through the trade associations and media; but also with individual firms. These partnerships are important in ensuring that tourism development is coordinated across the board for the good of the people of Uganda. | Not directly involved in project implementation |  |  |
| Local District Government (LDGs), including Water Management Zone Officers | Coordinate implement of different project interventions at district local government levels  Designate technical officers to implement different interventions | Direct delivery of Output 1 (Activities 1.1.1,1.1.3 and 1.2.1, 1.3.1, 1.3.2, 1.3.3, , 1.4.1, 1.4.2, 1.4.3)  Direct delivery of Output 2 (Activities 2.2.5) | District Chairperson, CAO,  District Technical Team composed of Agriculture and Natural Resources Heads of Departments |  |
| Vincent Barugahare, Head of Component 1  Daniel Businge, Regional Coordinator South-Western region  Deo Kabaalu, Regional Coordinator Eastern Region | [vbarugahare@yahoo.com](mailto:vbarugahare@yahoo.com); 0774434969  [Danmwe8@gmail.com](mailto:Danmwe8@gmail.com); 0772986949  [deolukabaa@yahoo.co.uk](mailto:deolukabaa@yahoo.co.uk);  0782729140 |
| Diogo Paul, KALIRO, Lumbuye wetland | 0703650389; d.polo19gmail.com |
| Ikaaba Dauda, NAMUTUMBA, Mpologoma at Mazuba subcounty | 0772923376; ikaabad@gmail.com |
| Joseph Kaugule, KIBUUKU, Mpologoma at Tirinyi Town council | 0782361542; jkaugule @yahoo.com |
| Samuka Mohammed, PALLISA, Papayo wetland at putiputi s/c | 0782844391; samukamuhamed@yahoo.com |
| Margaret Awokenamungu, NGORA, Agu wetland at Ngora s/c | 0775641085; Awokenimungumargaret@yahoo.com |
| David Oluka, BUKEDEA, Kawo wetland at Komuge subcounty | 0772856475; Olukadavid7@gmail.com |
| Charles Wakube, MBALE, Namakole wetland at Namanyonyi | 0752850018; Charleswakuranga@gmail.com |
| Cyprian Kijali, BUDAKA, Namatala at Tadarima s/c | 0774961051;  Ckijali@gmail.com |
| Lamula Were, BUTALEJA, Nakwasi wetland at Butaleja s/c | 0782608259; lamulawere@gmail.com |
| Silas Anguti, TORORO, Posuna wetland | 0772644744; angutisilas@gmail.com |
| Galya Mohamed, BUTEBO, Koromotot wetland | 0772554612; ghalyazura@yahoo.com |
| Opio Moses, KUMI, Adoret wetland | 0784362155; gmosesopio@yahoo.com |
| Wetland Catchment Committees |  |  |  |  |
| Local Communities in the project districts |  | Implement different project interventions | Wetland Management Plan implementation committees, Producer Groups for different commodities |  |
|  |  |  |  |  |

## Annex 5. IE field mission schedule

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Date** | **PMU/ MWE responsible person** | **District performance** | **Sub-county/ parish** | **Time (in hours)** | **Individual and or Group** |
| 11.08.2021 | Travel to Western Uganda |  |  |  |  |
| 12.08.2021 | Jimmy/Daniel/Vicent | Kabale |  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 13.08.2021 | Ntungamo |  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 14.08.2021 | Kanungu |  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 16.08.2021 | Rubirizi |  |  |  |
|  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 17.08.2021 | Mitooma |  |  |  |
|  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 18.08.2021 | Sheema |  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:00 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| Travel to Kampala |  | 4:00 – 6:00 pm |  |
| 19.08.2021 | Travel to Namutumba |  |  | 6:00 am -8:00 am |  |
| 19.08.2021 | Jimmy/Deo/ Vicent | Namutumba |  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 20.08.2021 | Pallisa |  |  |  |
|  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 21.08.2021 | Budaka |  |  |  |
|  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 23.08.2021 | Ngora/Kumi |  |  |  |
|  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 24.08.2021 | Tororo |  |  |  |
|  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:30 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
| 25.08.2021 | Butaleja - |  |  |  |
|  | 08:00am-09:00am | Natural Resource officer/ GCF project contact person/ Water zone manager |
|  | 09:00am-10:00am | CAO/ LCV |
|  | 10:00am-11:00am | Community development officer |
|  | 11:00am-12:00 pm | Agricultural officer |
|  | 12:00 pm-01:00 pm | Meteorological officer |
|  | 01:00 pm-02:00 pm | Private sector/ NGO |
|  | 02:00 pm-04:00 pm | Wetland Management committee/ catchment management committee/ LC1 chair person |
|  | Travel to Kampala | 4:00 – 6:00 pm |  |

## Annex 6. IE Evaluative Matrix

| **Evaluative questions** | **Indicators** | **Sources** | **Methodology** |
| --- | --- | --- | --- |
| 1. **Project Strategy: To what extent is the project strategy robust and the best route towards expected results** | | | |
| **Project Design and Theory of Change** | | | |
| Does the project incorporate lessons learned from similar projects in the project design? | 6 point scale (UNDP-GEF directorate, 2014) | Prodoc  PPG Team | Content analysis  Semi-structured interviews |
| How many stakeholders were involved in the project development? | Number of people consulted  6 point scale (UNDP-GEF directorate, 2014) | List of stakeholders consulted during PPG phase  Stakeholders | Content analysis  Semi-structured interviews |
| Were local communities and vulnerable groups involved in the project development? | Yes/No  Number of local people and vulnerable groups representatives participated in the project development  6 point scale (UNDP-GEF directorate, 2014) | List of stakeholders consulted during PPG phase  Stakeholders | Content analysis  Semi-structured interviews |
| Was the project based on adequate assessment of risks (both risks for the project implementation and sustainability and Social and Environmental risk the project can produce)? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Prodoc and CEO ER  Stakeholders | Content analysis  Semi-structured interviews |
| Is a set of project sites strategically selected? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Prodoc, Atlas of Wetlands of Uganda  Stakeholders | Content analysis  Semi-structured interviews |
| Are Direct Threats (both climate and non-climate) addressed by the project adequate for wetlands, local communities, and selected project sites? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Prodoc, Atlas of Wetlands of Uganda  Stakeholders | Content analysis  Semi-structured interviews |
| Are Indirect Threats and Barriers correctly identified and clear? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Prodoc, Atlas of Wetlands of Uganda  Stakeholders | Content analysis  Semi-structured interviews |
| Does the project have clearly articulated and logical Theory of Change? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Project Result Framework, ToC diagram and description  Stakeholders | Situation Analysis  Theory of Change Analysis  Semi-structured interviews |
| Do the project Objective and Outcome Indicators adequate and SMART? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Project Result Framework  Stakeholders | Theory of Change Analysis  Semi-structured interviews |
| Are project Outputs and Activities detailed and clear for implementation? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Description of project Activities and Outputs in Prodoc  Stakeholders | Content analysis  Semi-structured interviews |
| **2. Relevance, Effectiveness and Efficiency: How the project is relevant to national, UNDP, and GCF priorities? How likely that the project will achieve its expected Outcomes and Impact? How efficient is the project management?** | | | |
| **Relevance** | | | |
| How relevant is the project to country priorities in climate change adaptation and mitigation? | 6 point scale (UNDP-GEF directorate, 2014) | National Climate Change Policy of Uganda  Stakeholders | Content analysis  Semi-structured interviews |
| How relevant is the project to GCF priorities? | 6 point scale (UNDP-GEF directorate, 2014) | GCF policy and requirements | Content analysis |
| How relevant is the project to UNDP priorities? | 6 point scale (UNDP-GEF directorate, 2014) | UNDAF Uganda, UNDP Climate Policy  Stakeholders | Content analysis  Semi-structured interviews |
| How relevant is the project strategies to address climate and non-climate threats to Uganda wetlands? | 6 point scale (UNDP-GEF directorate, 2014) | Uganda Wetlands Atlas, and National Wetlands Policy  Stakeholders | Content analysis  Semi-structured interviews |
| **Effectiveness** | | | |
| What is the probability that project strategies will achieve project Outcomes and Objectives during the project lifetime | 6 point scale (UNDP-GEF directorate, 2014) | Prodoc, PRF, Project Annual Reports  Stakeholders | Content analysis  Semi-structured interviews |
| What are the project most impressive results? | Number and magnitude of the key results | Prodoc, PRF, Project Annual Reports  Stakeholders | Content analysis  Semi-structured interviews |
| What are the most significant project’s shortcomings? | Number and magnitude of the key failures | Prodoc, PRF, Project Annual Reports  Stakeholders | Content analysis  Semi-structured interviews |
| **Efficiency** | | | |
| What are timeliness, quality and quantity in implementation of project Activities and delivery of planned Outputs? | 6 point scale (UNDP-GEF directorate, 2014) | Annual Work Plans, Annual Performance Reports, Activity Reports  Stakeholders | Content analysis  Semi-structured interviews |
| What are project activity costs in comparison with other similar projects? | 6 point scale (UNDP-GEF directorate, 2014) | Annual Work Plans, Annual Performance Reports, Activity Reports  Stakeholders | Content analysis  Semi-structured interviews |
| What is the level of capacity of PMU and key partners to implement the project? | 6 point scale (UNDP-GEF directorate, 2014) | Annual Work Plans, Annual Performance Reports, Activity Reports  Stakeholders | Content analysis  Semi-structured interviews |
| 1. **Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?** | | | |
| What is Activity delivery by the project so far? | Percentage of each Activity delivery from expected by the Mid-Term | PRF, Project Implementation Reports, actual project products and services (government documents, publications, equipment, infrastructure, etc.)  Stakeholders | Content analysis  Semi-structured interviews  Visits of the project sites |
| What is the project progress to achieve expected Outputs and Outcomes? | Output, Outcome and Objective Indicators  6 point scale (UNDP-GEF directorate, 2014) | PRF, Project Implementation Reports, Government Documents, Survey Reports,  Stakeholders | Content analysis  Semi-structured interviews  Visits of the project sites |
| 1. **Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation?** | | | |
| **Management arrangements** | | | |
| Is the existing project management structure the same as the structure suggested in the project documents? | Yes/No | Prodoc, Quarterly and Annual Reports  Project Management Team | Comparative analysis  Semi-structured interviews |
| Does the existing project management structure allow effective project implementation? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | PIRs, Quarterly and Annual Reports  Project Management Team | Content analysis  Semi-structured interviews |
| What is the level of support of project management team from UNDP CO? | Adequate/Non-adequate  6 point scale (UNDP-GEF directorate, 2014) | Quarterly and Annual Reports, Project Steering Committee meeting minutes  Project Management Team and UNDP CO | Content analysis  Semi-structured interviews |
| What is level of support of the project management from Ministry of Water and Environment, other government agencies, and local administrations? | Adequate/Non-adequate  6 point scale (UNDP-GEF directorate, 2014) | PIRs, Quarterly and Annual Report of the PMU, Project Steering Committe meeting minutes  Project Management Team  Members of the project Project Steering Committee,  Government Agencies | Content analysis  Semi-structured interviews |
| What is the level of support of the project management from the Project Steering Committee? | Adequate/Non-adequate  6 point scale (UNDP-GEF directorate, 2014) | Quarterly and Annual Reports, Project Steering Committee meeting minutes  Project Management Team  UNDP CO staff,  Project Steering Committee members | Content analysis  Semi-structured interviews |
| **Work planning** | | | |
| Are there any delays between start of the project and actual implementation?  Reasons for delay? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Project Inception Report, Project Annual Reports  Project Management Team,  UNDP CO staff,  Project Steering Committee members | Content analysis  Semi-structured interviews |
| Does the project have a Work Plan for entire project lifetime? What is the quality of the plan? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Prodoc, Project Inception Report | Content analysis |
| Are project annual work plans present and detailed enough? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Annual Work Plans | Content analysis |
| What is the quality of the PMU internal weekly/monthly planning? | 6 point scale (UNDP-GEF directorate, 2014) | PMU internal work planning documents | Content analysis |
| Does the project practice Adaptive Management? If yes, how effective is it? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Annual Work Plans, PMU internal work plans, Annual and quarterly reports  PMU staff | Content analysis  Semi-structured interviews |
| What changes to the Project Results Framework and Theory of Change have been done so far as part of Adaptive Management | Key changes with justification | Annual Work Plans, PMU internal work plans, Annual and quarterly reports  PMU staff | Content analysis  Semi-structured interviews |
| **Finance and Co-finance** | | | |
| Is the quality of planning of the project annual budget adequate? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Project Annual Work Plans, and Procurement Plans | Content analysis |
| Is the level of the project financial management adequate to UNDP standards? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Project Annual Work Plans, and Procurement Plans, Annual project expenditures reports | Content analysis |
| What is the variance between planned and actual expenses by Outcomes and years? | Variance of the project expenditures (US$, % of the planned expenditures)  6 point scale (UNDP-GEF directorate, 2014) | Project Annual Work Plans, and Procurement Plans, Annual project expenditures reports | Content analysis |
| Are project expenses to deliver project Outputs adequate and reasonable? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Annual project expenditures reports | Content analysis |
| Are annual project audit reports present? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Annual project audit reports | Content analysis |
| Are changes made in the project budget as a part of Adaptive Management adequate? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Project Annual Work Plans, and Procurement Plans, Annual project expenditures reports, Project Implementation Reports | Content analysis |
| What is the difference between planned and actual co-financing commitments? | Variance in planed and actual co-financing delivery (US$, % of the planned co-financing)  6 point scale (UNDP-GEF directorate, 2014) | Prodoc, Co-Financing Letters, Project Implementation Reports | Content analysis  Co-financing table and graphs |
| **Coherence in climate finance delivery with other multilateral entities** | | | |
| What is the level of project partnership and cooperation with other climate change adaptation projects and programs in Uganda? | Total number of functional partnerships  6 point scale (UNDP-GEF directorate, 2014) | Project Implementation Reports  PMU staff, Stakeholders | Content analysis  Semi-structured interviews |
| What is overall project impact and contribution to climate change adaptation in Uganda in comparison with other projects and programs? | 6 point scale (UNDP-GEF directorate, 2014) | Project Implementation Reports  PMU staff, UNDP CO, Stakeholders | Content analysis  Semi-structured interviews |
| **M&E System** | | | |
| Is the project M&E plan clear and relevant to the project Objective and Outcomes? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Prodoc, project M&E plan | Content analysis |
| What is the difference between planned and actual expenses for the project M&E? | Variance in planed and actual expenses on M&E (US$, % of the planned expenses)  6 point scale (UNDP-GEF directorate, 2014) | Annual Work Plans, Project Implementation Reports | Comparative analysis |
| What is consistency of the project M&E system with national SDGs, NDC and other national reporting systems? | 6 point scale (UNDP-GEF directorate, 2014) | PRF, national SDGs, NDC and other national reporting systems  PMU staff, Stakeholders | Content analysis  Semi-structured interviews |
| What is the frequency and quality of update of the project indicator values and data credibility? | 6 point scale (UNDP-GEF directorate, 2014) | Project Implementation Reports | Project Implementation Reports |
| Was M&E framework used for the project adaptive management? | Yes/No | Annual Work Plans, Project Implementation Reports  PMU staff | Content analysis  Semi-structured interviews |
| What number of stakeholder are participating in the project M&E so far?  How many of them are women? | Number of stakeholders participating in the project M&E  Number of women (% of total stakeholder number) | Project Implementation Reports  PMU staff, Stakeholders | Content analysis  Semi-structured interviews |
| What is the quality of monitoring and management of the project risks and Environmental and Social Safeguards risks? | 6 point scale (UNDP-GEF directorate, 2014) | Project Implementation Reports, UNDP SESP, UNDP Risk Log  PMU staff, Stakeholders | Content analysis  Semi-structured interviews |
| **Stakeholder Engagement** | | | |
| What is the quality of the project stakeholder engagement strategies and activities? | 6 point scale (UNDP-GEF directorate, 2014) | Project Stakeholder Engagement Plan, Project Implementation Reports  PMU staff, Stakeholders | Content analysis  Semi-structured interviews |
| How many partners are involved in the project implementation so far?  How many of them are women? | Number of organizations/experts/community members involved  Number of women (% of total stakeholder number) | Project Implementation Reports  PMU staff, Stakeholders | Content analysis  Semi-structured interviews |
| What is the level of local and national government participation in the project implementation? | Low/Medium/High  Total number of national and local agencies participating in the project | Project Implementation Reports  PMU staff  UNDP CO  National and local government | Content analysis  Semi-structured interviews |
| What is the level of participation of local communities and other groups in the project implementation? | Total number of local stakeholders directly involved in the project (% of women)  Total number of direct project beneficiaries (% of women) | Project Implementation Reports, Activity Reports  PMU staff  National and local government | Content analysis  Semi-structured interviews |
| Is the project Grievance Redress Mechanism present and functional? | Number of grievances managed by the GRM  6 point scale (UNDP-GEF directorate, 2014) | Project Implementation Reports, GRM Reports  PMU staff, Project Steering Committee,  Local government, local communities | Content analysis  Semi-structured interviews |
| **Reporting** | | | |
| What is the quality of the project Inception Report? | 6 point scale (UNDP-GEF directorate, 2014) | Project Inception Report | Content analysis |
| What is the quality of the Project Implementation Reports and Quarterly Reports? | 6 point scale (UNDP-GEF directorate, 2014) | Project Annual and quarterly reports | Content analysis |
| What is the quality of personal reporting of PMU staff, Back to the Office/Mission Reports, and Activity/Event Reports? | 6 point scale (UNDP-GEF directorate, 2014) | Personal reporting of PMU staff, Back to the Office/Mission Reports, and Activity/Event Reports | Content analysis |
| What is the quality of reporting of project adaptive management changes? | 6 point scale (UNDP-GEF directorate, 2014) | Project Annual and quarterly reports | Content analysis |
| Are project annual reports validated and approved by the Project Steering Committee? | Yes/No | PSC meetings minutes  PMU Staff,  Members of Project Steering Committee | Content analysis  Semi-structured interviews |
| **Communication** | | | |
| Are mechanisms of the project communication with stakeholders established and functional? | Yes/No  Number of mechanisms  6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, Project Publications, other communication materials  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| Are mechanisms for receiving stakeholder feedback on the project implementation established and functional? | Yes/No  Number of mechanisms  6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, Project Publications, other communication materials  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| Does the project have functional outreach and awareness campaigns? | Yes/No  Number of campaigns/awareness activities  6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, Campaign/Awareness Activity reports, Project Publications, other communication materials  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| 1. **Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?** | | | |
| **Financial risks to sustainability** | | | |
| What is likelihood that financial resources will be available to support the project Outputs and Outcomes after its completion? | 6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, partnership agreements, government documents, UNDP Risk Log  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| What is level of dependence of the Outputs and Outcome sustainability on external financial sources? | 6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, partnership agreements, government documents, UNDP Risk Log, Final Reports and Terminal Evaluation Reports from other projects  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| Has the project established mechanisms to ensure financial sustainability of the project Outcomes? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, partnership agreements, government documents, UNDP Risk Log  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| **Socio-economic risks to sustainability** | | | |
| Are significant economic and social risks for the project Outcomes present? | Yes/No | Annual and quarterly reports, UNDP Risk Log, socio-economic assessment reports, SESP assessment, ESIA  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| What is the level of stakeholder ownership on the project Outputs and Outcomes in terms of economic feasibility? | 6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, Feasibility assessment reports  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| Are there mechanisms to sustain the project Outputs and Outcomes via stakeholder ownership? | Yes/No  Number of mechanisms  6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, partnership agreements,  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| **Institutional and governance risks to sustainability** | | | |
| Are appropriate policies, legislation, and governance structures present to support project Outputs and Outcomes? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, government documents  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| Is the capacity of institutional and governance structures to sustain the project Outputs and Outcomes sufficient? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Annual reports  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| What is the role of the project in establishment of appropriate policy, legislation and capacity to sustain the project results? | Number of policy and legislation documents prepared for official approval  Number of government officials and local people trained by the project  6 point scale (UNDP-GEF directorate, 2014) | Annual reports, policy and legislation documents;  Training Reports  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| **Environmental risks to sustainability** | | | |
| Are there severe environmental factors that can influence sustainability of the project Outputs and Outcomes? | Yes/No | Annual and quarterly reports, Environment assessment reports, SESP, UNDP Risk Log  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| How effective are the project strategies to address environmental risks to sustainability? | 6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, Environment assessment reports, SESP, UNDP Risk Log  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| 1. **Country Ownership: What is the level of ownership of the project results by its stakeholders?** | | | |
| What is the level of involvement of government agencies and other key partners in the project development and implementation? | 6 point scale (UNDP-GEF directorate, 2014) | Stakeholder Engagement Plan, Project Annual Reports, Stakeholder engagement activity reports  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| What is the level of representativeness of the Project Steering Committee? | Number of organizations presented in the PSC  6 point scale (UNDP-GEF directorate, 2014) | PSC structure, minutes of PSC meetings  PMU Staff,  PSC members | Content analysis  Semi-structured interviews |
| What is level of ownership and support of the project results by key government agencies, district administrations, and local communities? | 6 point scale (UNDP-GEF directorate, 2014) | Project Annual Reports, project agreements with government agencies and local communities  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| 1. **Gender Equity: What is the quality and magnitude of gender mainstreaming by the project?** | | | |
| How many women were involved in the project development? | Number of women consulted  6 point scale (UNDP-GEF directorate, 2014) | List of stakeholders consulted during PPG phase  Stakeholders | Content analysis  Semi-structured interviews |
| What is the quality of the project Gender Mainstreaming Plan? Is it regularly reviewed by the PMU? | 6 point scale (UNDP-GEF directorate, 2014) | Project Gender Mainstreaming Plan and its annual updates | Content analysis |
| Does the PRF have gender disaggregated indicators? | Yes/No  Number of gender disaggregated indicators in PRF | PRF | Content analysis |
| What is the quality of monitoring and mitigation of the project gender related risks? | 6 point scale (UNDP-GEF directorate, 2014) | Project Gender Mainstreaming Plan and its annual updates, SESP updates  Stakeholders | Content analysis  Semi-structured interviews |
| What is level of women involvement in implementation of the project activities? | Number of women (and %) involved in the project implementation | Project Annual Reports, Activity Reports  Stakeholders | Content analysis  Semi-structured interviews |
| What is the percentage of women among the project direct beneficiaries? | Number of women (and %) among direct project beneficiaries | Project Annual Reports, Activity Reports, Local Government Reports  Stakeholders | Content analysis  Semi-structured interviews |
| What is the gender ratio in the PMU and Project Steering Committee | Percentage of women in the PMU and Project Steering Committee | Structure of the PMU and PSC | Content analysis |
| 1. **Innovativeness: What innovative approaches are used/introduced by the project?** | | | |
| What is the number and character of innovative approaches applied by the project? | Number and description of the project innovative approaches | Project Annual Reports, Activity Reports  Stakeholders | Content analysis  Semi-structured interviews |
| 1. **Unexpected Results: What unexpected results (both positive and negative) have been produced by the project?** | | | |
| What is the number, character, and key drivers of the project positive or neutral unexpected results? | Description of the project positive or neutral unexpected results | Project Annual and Quarterly Reports  PMU staff and Stakeholders | Content analysis  Semi-structured interviews |
| What is the number, character, and key drivers of the project negative unexpected results? | Description of the project negative unexpected results | Project Annual and Quarterly Reports  PMU staff and Stakeholders | Content analysis  Semi-structured interviews |
| What is the quality and timeliness of monitoring, management, and reporting of the project unexpected results? | 6 point scale (UNDP-GEF directorate, 2014) | Project Annual and Quarterly Reports, supportive documents  PMU staff and Stakeholders | Content analysis  Semi-structured interviews |
| 1. **Replication and Scalability: How well the project lessons learned and best practices are replicated? What is the potential for scalability of the project results?** | | | |
| Are lessons learned during the project implementation properly documented and shared with stakeholders and other projects? | Yes/No  6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, Project Publications, other communication materials  PMU Staff,  Stakeholders | Content analysis  Semi-structured interviews |
| What number of the project best practices and lessons learned applied by other projects and programs in Uganda and abroad? | Number of project lessons and best practices applied in Uganda and abroad | Annual and quarterly reports, other projects publications, reports and communication materials  Stakeholders, PMU staff | Content analysis  Semi-structured interviews |
| What is potential applicability and scalability of the project best practices and lessons learned in Uganda and abroad? | 6 point scale (UNDP-GEF directorate, 2014) | Annual and quarterly reports, other projects publications, reports and communication materials  Stakeholders, PMU staff | Content analysis  Semi-structured interviews |

## Annex 7. General Questionnaire for Stakeholder Interviews (Districts)

|  |  |  |
| --- | --- | --- |
| Evaluation subject | Evaluation questions | Tools and methods |
| Project strategy: To what extent is the project strategy robust and the best route towards expected results | |  |
|  | - What is the main value of wetlands for your district/community?  - Do you feel impact of climate change on your district/community?  -Was your district/community involved in consultations during the project development? If so, how?  - Do you think the project approaches to restore/manage wetlands and build sustainable livelihood for local communities are effective? Do you think the project will bring a real positive change in your lives?  - what impact positive and negative you from the project;  - what do you see as the key achievement of the project;  - what are the most critical barriers to move the project forward;  - What else is needed to be done for wetland conservation and improving lives of local people?  - Irrigation was started was a problem? Recommendations?  - Why project implementation is slow? How fast track implementation to make the project more effective?  - Recommendation: Instead hire communities instead of consultants – grant mechanism?  - Is there anything you would like to add about the project in general?  - What do you think have been the challenges faced by COVID and how do you think the project adapted? | chairman District Local Council (LC5) & Chief Administrative Officer (CAO), Regional Wetland Officer (RWO) |
|  | |  |
| Effectiveness: How likely that the project will achieve its expected Outcomes and Impact? | |  |
|  | - What do you think are the project most impressive results?  - What are the most significant project’s shortcomings? | LV5, CAO, RWO, NRO |
|  | |  |
| **Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation?** | |  |
| Management arrangements | - Does the existing project management allow effective project implementation in your district/community?  - Does your district/community take part in the project decision making? If so, how?  - Do you have recommendations for improvement of the project management?  - How COVID impacts the project implementation? | RWO, NRO |
| **Work planning** | - Is your district/community involved in the planning of the project activities? If so, how? | NRO |
| **Finance and Co-finance** | - Are you receiving any money from UNDP/GCF for activity implementation?  - Does your district/community contribute its own resources to the project (money, labor, equipment, etc)?  - Does your district/community have other source of funding for wetlands restoration/management and climate-smart agriculture? If so, what is the funding? | NRO |
| **M&E System** | - Do you have a project M&E committee and M&E work plan as a district?  - How your district/community participate in the project monitoring? | WRO, NRO |
| **Stakeholder Engagement** | - Do local and district governments support the objectives of the project?  - Do your district/community benefit from the project and its results? If so, what are the benefits?  - Do some people in your district/community negatively affected by the project? If so, who is affected and how?  - Are you aware of the project Grievance Redress Mechanism and use it? | WRO, NRO, CAO, LC5 |
| **Reporting** | - Does your district/community reports to the PMU on results of activities? | RWO, NRO, |
| **Communication** | - Are mechanisms for receiving stakeholder feedback on the project implementation established and functional? | NRO |
| **Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?** | |  |
| **Financial risks to sustainability** | - Do your district/community see any financial benefits from implementation of project models and recommendations?  - Do you see any financial benefits from wetlands directly?  - Will your district/community will be able to sustain the project results after the project is over? If not, what support is necessary?  - What are you district/community plans for maintenance of the project equipment? Hydromet?  - How is the district integrating this project into the district development plan? (any resources assigned to wards the project). | LC5, CAO, NRO |
| Socio-economic risks to sustainability | - Do people in your district/community apply approaches suggested by the project to improve their livelihood? If so, how many people do that?  - How many people found employment and additional income sources after the project trainings?  - What is the chances that the restored wetlands will be converted to agricultural fields again after the project closier?  - What are the chances that the project irrigation or hydromet equipment will be vandalized after the project is over? How are you going to protect the equipment?  - Does this project produce any significant social and economic risks? If so, what are the risks? | NRO |
| Institutional Framework & Governance risks to sustainability | - Is the capacity of your district/community governance sufficient to sustain the project results?  - If not, what is needed to improve that capacity? | LC5, CAO, NRO |
| **Environmental risks to sustainability** | - How do you think climate change can affect the project results in your district/community?  - How droughts and floods can affect the project results in your district/community?  - What are the environmental benefits of this project?  - Does the project produce any environmental risks? If yes, how? | NRO |
| **Gender Equity: What is the quality and magnitude of gender mainstreaming by the project?** | |  |
|  | - How many of women and men directly participate in the project activities in your district/community?  - How many women and men directly benefit from the project in your community/district (e.g., have payments and equipment from the project; found employment after trainings; developed new sources of income; improved agriculture, etc.)?  - How many women and men were negatively affected by the project in your community/district?  - Do you think the project provide equal opportunities and benefits for women and men? | NRO, Gender & community development officer (CDO) |
| **Unexpected Results: What unexpected results (both positive and negative) have been produced by the project?** | |  |
|  | - What do you think is driving project positive or neutral unexpected results?  - What do you think is driving project negative unexpected results?  - What is the quality and timeliness of monitoring, management, and reporting of the project unexpected results? | RWO, NRO |
| **Replication and Scalability/ Catalytic Role: How well the project lessons learned and best practices are replicated? What is the potential for scalability of the project results?** | |  |
|  | * How successful are project demonstrations: development of demo sties, successful information dissemination and training? * Do you think project models applied in your community/districts are interesting and can be replicated by other community/districts? If so, what project models can be replicated? * Would you recommend the project models to other community/districts?- * What is the best way to disseminate project models to other community/districts? | RWO, NRO |
| Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far? | | |
| **Output 1: Restoration and management of wetland hydrology and associated catchments** | | |
| Activity Result 1.1: Small-scale water storage and detention facilities designed and constructed or rehabilitated in critical waterways for communities to benefit from enhanced ecosystem functioning. | | |
| **Activity:** 1.1.1 -1.1.2 | - How did the process of wetland demarcation, restoration, construction of water storage done?  - How are communities affected by the wetland demarcation, restoration exercise?  - How many ha of the wetlands have been restored by the project in your district?  - How many small earth dams, bunding, clearing of small streams and rivulets, ponds drainages have been constructed?  - Has your neighbouring parish done a similar exercise? Replication | NRO**,** WMC |
| Activity Result 1.2: Improved inlet streams to increase water delivery | |  |
| **Activity 1.2.1** | - Were recommended practices (Embarkment, desilting of rivulets, water harvesting structures and preparation of detailed plans for silt traps, drainage and maximum water recuperation) introduced to other wetlands?  - Tell us about the 8 inlet streams – the planting grass & wooded vegetation/ forests along the streams and establish silt control structures to protect them from silting and increased tree cover. | NRO**,** WMC |
| **Activity Result 1.3: Degraded catchment areas rehabilitated, and land productivity improved** | |  |
| **Activity 1.3.1** | - How many ha have been restored in the adjusted catchment areas?  - Were you able to plant trees in the wetland catchments and which spices?  - Have you noticed Aquifer recharge - recharging ground water?  - Is the water level in the wetland increasing as a result of the intervention?  - Do you think the project interventions have been able to regulate floods, storms and drought?  - Has the project promoted livelihood activities, such as fishing and dry-season farming, water storage and filtration for use by households, livestock and irrigation?  - What are the environmental benefits of this project? | NRO**,** WMC |
| **Activity** 1.3.2  **Activity** 1.3.3 | - Have you been trained in sustainable land management techniques? How many where trained in your district?  - How did the process of constructing 10 soil and water conservation structures in the catchments adjacent to the restored wetlands? | NRO**,** WMC |
| **Activity Result 1.4: Strengthening wetland management practices.** | |  |
| **Activity** 1.4.1 | - How necessary do you think it was to promote community plans for your wetland catchments?  - How were you involved in the development of the wetland community plan?  - Do you think it has been finalized?  - Can you provide evidence of a copy community plan and where it has been implemented?  - What did you find effective and what did you find ineffective in terms of implementing community plan and enforcement?  - Do you foresee any problems in community plan implementation in the future? What are the key barriers?  - Do you have any guidelines on wise harvesting of papyrus? | NRO**,** WMC |
| **Activity** 1.4.2  **Activity 1**.4.5 | - Have you been able to skill wetland resource users, their committees, and gov’t staff in sustainable wetland management? What percentage of women participated in this?  - Have you formulated and enforced any bi-laws and controlled charcoal burning in the catchment?  - How have you operationalized grievance redress mechanism systems at all levels at village - sub-county?  -What is the level of ownership of project by the different stakeholders (land users)? Ownership | NRO**,** WMC |
| **Output 2: Improved agricultural practices and alternative livelihood options in the wetland and catchment** | | |
| **Activity Result 2.1: Crop diversification and resilient agricultural best practices adopted** | |  |
| **Activity** 2.1.1 | - What did you think about the training on CSA, ISFM, SLM, SFM?  - Why do you think it was not finalized?  - How many extension staff where trained in CSA, ISFM, SLM, SFM  - What did you learn from the training exercise that you did not know before?  - How have you used the training to help the enforcement and adoption of the improved agricultural practices?  - Do you think that the adoption of improved agricultural practices and community plans will mean long-term compliance?  - What has been the impact of improved agricultural practices on yields (smart agriculture, conservation agriculture, and crop diversification (e.g. planting drought tolerant crops, early maturing crops)? | **AO,** NRO |
| **Activity** 2.1.2  **Activity** 2.1.3  **Activity** 2.1.4 | - How many farmer groups and cooperatives have been formed & supported to diversify crop production and adopt resilient agricultural practices?  - Which technologies have you taken up? Have they benefited you in any way? If yes, how and if not, why not?  - Do you have nurseries and farmer field schools set-up to facilitate the production and the management of resilient and improved seeds | **AO,** WMC |
| **Activity** 2.1.5  **Activity** 2.1.6 | - Has small scale irrigation infrastructure implementation gone as planned; (Fish ponds, Sprinkler and drip irrigation system, livestock watering infrastructure and water pumps)  - What would you say is the percentage of women beneficiaries?  - How is the project building the capacity of farmers in water management and irrigation strategies?  - Do you have site management committees in place for the management of water and irrigation infrastructure? | **AO,** WMC |
| **Activity** 2.1.9 | How frequent do you hold meetings and make reports? | WMC |
| **Activity** 2.1.10 | Is there a change in house hold income among the beneficiaries of alternative livelihoods? | NRO, AO |
| **Activity Result 2.2: Economically viable and sustainable agri-based livelihood and income generating interventions introduced, promoted, and supported in the wetland and immediate catchment** | |  |
| **Activity** 2.2.1 | - What livelihood options have been introduced to support farmers in the water catchment areas? (Beehives cold storage facilities, solar panels, Bio-gas and agro-processing equipment).  - What did you think about the training on new improved agricultural technologies (CSA, ISFM, SFM, SLM)?  - Do you think it was finalized?  - Which technologies have you taken up? Have they benefited you in any way? If yes, how and if not, why not?  - Were there any barriers/challenges /external factors (e.g. a flood, drought, pests) that hindered you from adopting any technologies?  - Have any other farmers been inspired by what you are doing (how many, where)?  - Now that you have gone through this project, what do you think stops farmers from farming sustainably?  - What do you think needs to be done to help adopt more improved agricultural technologies? | AO, WMC, CMC |
| **Activity** 2.2.2 | - Were farmers guided on enterprise selection and which ones were chosen?  - What percentage are women and youth? | AO |
| **Activity** 2.2.4 | - What percentage of trainees have been placed in durable jobs. What type jobs are these?  - What linkages have been formed by the project to improve access to market {Improved access to market} | AO, WMC, CMC |
| **Activity** 2.2.5 | - Are 14 training centers Operational in project site | AO, CMC |
| **Activity 2.2.6** | - How have you been engaged in the process of improving farmers’ access to inputs – market and what inputs do you think they have gained access to?  - How do you think farmers’ access will be improved in the future because of the steps laid by the project?  - What are your thoughts on supporting those farmers who farm sustainably? What are the challenges that stop you from supporting those farmers’ versus those who farm unsustainably? | **Two or three private sector operators** |
| **Output 3: Strengthening access to climate and early warning information to farmers and other target communities to support wetland management** | | |
| **Output 3** | - What did you learn about the new climate services& weather forecast information?  - What could have been done better?  - Do you think there is enough knowledge and awareness to continue adopting these technologies after training  - What has been easier to adopt and what has been harder?  - Does access & utilization of climate and early warning information differ among male and female?  - Have participated in the sensitization and awareness activities to farmer groups and cooperatives on climate and early warning information advisory.  - Have you participated in radio talk show on early warnings in targeted districts  - Have copies of translated materials and disseminated materials on climate and early warning in targeted districts | **AO, WMC, CMC** |
|  | *Thank you for your attention!!!* |  |

## Annex 8. List of Stakeholder Interviewed during the IE mission

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Government Officials | | | | | | |
| **Date** | **Name** | **Position** | **District** | **Village** | **Telephone** | **Sex** |
| **11.08.2021** |  |  |  |  |  |  |
|  | Turytunga Patrick | DNRO | Sheema |  | 0772-834865 | Male |
|  | Bagamba Jonam | OA | Sheema |  | 0773-719933 | Male |
|  | Bwembare Wyclif | PAS | Sheema |  | 0782-658376 | Male |
|  | Buhanda Jemimah | C/P LC5 | Sheema |  | 0772-612252 | Female |
|  |  |  |  |  |  |  |
| Government Officials | | | | | | |
| **12.08.2021** |  |  |  |  |  |  |
|  | Besigye Amos | DFO | Ntungamo |  | 0772-637363 | Male |
|  | Tumwebaze Dinnah | SEO | Ntungamo |  | 0772-643221 | Female |
|  | Atuhaire Abraham | EO | Ntungamo |  | 0777-674691 | Male |
|  | Mukiibi Nasser | CAO | Ntungamo |  | 0772-373399 | Male |
| Wetland community farmers | | | | | | |
|  | Muheirwe Charles | C/P Farmer group | Ntungamo |  | 0782-961350 | Male |
|  | Mugizi Hillary | Farmer | Ntungamo |  | 0782-918939 | Male |
|  |  |  |  |  |  |  |
| **Government Officials** | | | | | | |
| **13.08.2021** |  |  |  |  |  |  |
|  | Dr. Akatwijuka Rogers | DNRO | Kabale |  | 0772-670508 | Male |
|  | Ntimba Edmond | CAO | Kabale |  | 0772-320122 | Male |
|  | Tumuyesirgire Moses | Learning center manager | Kabale |  | 0788-135768 | Male |
|  | Ainembabazi Viola | Assistant | Kabala |  | 0772-790515 | female |
|  | Rindabo Zerida | SAS | Kabale |  | 0777-858521 | female |
|  | Baryantuma Johnson Munono | Host Farmer | Kabala |  | 0772-601047 | Male |
|  |  |  |  |  |  |  |
| Government Official | | | | | | |
| **14.08.2021** |  |  |  |  |  |  |
|  | Agaba George | SEO | Kanungu |  | 0774-2266928 | Male |
| Community Wetland farmers | | | | | | |
|  | Tumuranze Rodivico | Youth counslor | Kanungu |  | 0775-249039 | Male |
|  | Arinaitwe Dinah | Farmer | Kanungu |  | 0789-295074 | Female |
|  | Kanegyere Godfrey | GISO LC ! | Kanungu |  | 0760-581211 | Male |
|  | Komuhangi Topi | Farmer | Kanungu |  | 0777-148718 | Female |
|  | Mpairwe Patrick | Farmer | Kanungu |  | 0783-643197 | Male |
|  | Byaruhanga Levi | Farmer | Kanungu |  | 0774-655740 | Male |
|  | Byamukama Amon | Farmer | Kanungu |  | 0777-863552 | Male |
|  | Kasigairwe David | Farmer | Kanungu |  | 0775-590863 | Male |
|  | Babisigyre Geofrey | C/M LC1 | Kanungu |  | 0773-133966 | Make |
|  | Birago Joseph | Farmer | Kanungu |  | 0779-932983 | Male |
|  | Twine Mark | Farmer | Kanungu |  | 0772-556201 | Male |
|  | Esingwire Fred | Farmer | Kanungu |  | 0771-621946 | Male |
|  | Nkwasibwe Justine | Farmer | Kanungu |  | 0777-247577 | Female |
|  | Rwampigi Zowerio | Farmer | Kanungu |  | 0789-299965 | Female |
|  | Turiwawe Brian | Farmer | Kanungu |  | 0789-047842 | Male |
|  | Babwisigawa Denis | Farmer | Kanungu |  | 0783-906208 | Male |
|  | Twebamze Imaculate | Farmer | Kanungu |  |  | Female |
|  | Kanyesinge Medad | Farmer | Kanungu |  | 0779-257902 | Male |
|  | Oweyesiga Wilber | Farmer | Kanungu |  |  | Male |
|  | Ngabiramo Denis | Farmer | Kanungu |  |  | Male |
|  | Tuhirwa Allen | Farmer | Kanungu |  | 0780-440035 | Female |
| **Government official** | | | | | | |
| **16.08.2021** |  |  |  |  |  |  |
|  | Agaba P. Aggrey | SEO | Rubirizi |  | 0782-671528 | Male |
|  | Bitanho Francis | D/RDC | Rubirizi |  | 0782-624815 | Male |
|  | Byamukama Valentino | Div C/P | Rubirizi |  | 0752-898956 | Male |
|  |  |  |  |  |  |  |
| Community Wetland farmers | | | | | | |
|  | T. Wilson | Farmer | Rubirizi |  | 0785-810614 | Male |
|  | Tibesigwa Herbert | Farmer | Rubirizi |  | 0773-834764 | Male |
|  | Byarugaba David | C/P LC1 | Rubirizi |  | 0755-447147 | Male |
|  | Musinguzi Naboth | Farmer | Rubirizi |  | 0782-555685 | Male |
|  | Tucingwire fred | C/P LC1 | Rubirizi |  | 0753-835309 | Male |
|  | Kwehangana Benon | C/P LC1 | Rubirizi |  | 0757-749175 | Male |
|  | Kwikiriza Amos | C/P LC1 | Rubirizi |  | 0759-445874 | Male |
|  | Biryomunaisho Jane | Farmer | Rubirizi |  | 0757-713013 | Female |
|  | Abyajuna Dina | Farmer | Rubirizi |  | 0757-579037 | Female |
|  | Ncurasi Wilson | Farmer | Rubirizi |  | 0753-708627 | Male |
|  | Mushanje Charles | Farmer | Rubirizi |  | 0783-942364 | Male |
|  |  |  |  |  |  |  |
| Government Official | | | | | | |
| **17.08.2021** |  |  |  |  |  |  |
|  | Akileng S.P | CAO | Mitooma |  | 0772-610655 | Male |
|  | Turyasasirwa Edith | Deputy CAO | Mitooma |  | 0772-557234 | Female |
|  | Issa Sebowa | Driver | Mitooma |  | 0782-177295 | Male |
|  | Nimanya G. | Farmer | Mitooma |  | 0782-202988 | Male |
|  | Baguma Naboth | DNRO | Mitooma |  | 0772553072 | Male |
|  |  |  |  |  |  |  |
| Government Officials | | | | | | |
| **18.08.2021** |  |  |  |  |  |  |
|  | Wakabi Nathan | SAS | Namutumba |  | 0787041863 | Male |
|  | Mugulwa James | C/P LC3 | Namutumba |  | 0788-803698 | Male |
|  | Kayuza Donald | AO | Namutumba |  | 0789-016305 | Male |
|  | Were Nelson | CBO | Namutumba |  | 0750-468607 | Male |
|  | Wankya Alphonse | C/P wetland | Namutumba |  | 0783-422484 | Male |
|  | Kizito Mukasa Fred | CAO | Namutumba |  | 0772-655373 | Male |
|  |  |  |  |  |  |  |
| Government Official | | | | | | |
| **19.08.2021** |  |  |  |  |  |  |
|  | Were Lamula | SEO | Butaleja |  | 0782-608259 | Female |
|  | Tom Wandera | EO | Butaleja |  | 0781-421432 | Male |
|  | Atwooki Christine | AO | Butaleja |  | 0787-481902 | Female |
|  | Mulera Andrew | T. Agent | Butaleja |  | 0779-245985 | Male |
|  | Hadali Jones | Driver | Butaleja |  | 0772-909590 | Male |
|  |  |  |  |  |  |  |
| **Government official** | | | | | | |
| **20.08.2021** |  |  |  |  |  |  |
|  | Dhikusooka Majid | RDC | Pallisa |  | O772-647655 | Male |
|  | Wamire Dawson | DCDO | Pallisa |  | 0782-556952 | Male |
|  | Dr. Okot Bodo Richard | DPO | Pallisa |  | 0772-612166 | Male |
|  | Otto Charles | SFO | Pallisa |  | 0783-229407 | Male |
|  | Samuka Muhamed | DNRO | Pallisa |  | 0782-844391 | Male |
|  | Omasai Abram | EO | Pallisa |  | 0777-500160 | Male |
|  | Okello Martin | CAO | Pallisa |  | 0787-191611 | Male |
|  | Menkere Yusuf | LC.V rep | Pallisa |  | 0773-485582 | Male |
|  | Kyabise Asuman | Agronomist | Pallisa |  | 0778-772141 | Male |
| Community Wetland farmers | | | | | | |
|  | Daka Dawson | Group chairperson | Pallisa | Limoto | 0772-882488 | Male |
| Government official | | | | | | |
| 21.08.2021 | | | | | | |
|  | Mbayo David | Secretary production and Natural resources | Budaka |  | 0755-423212 | Male |
|  | Mutale Patrick | DISO | Budaka |  | 0772-856099 | Male |
|  | Kijali Kamwanda Cyprian | DNRO | Budaka |  | 0774-4961051 | Male |
|  | Nachala Sharifa | SACAO | Budaka |  | 0773-627399 | Female |
|  | Wairagala Joseph | C/P LC3 | Budaka | Tademer | 0779-102846 | Male |
|  | Wairagala Charles | Group C/P | Budaka | Tadamer subcounty farmers association | 0774414972 | Male |
| Government official | | | | | | |
| 23.08.2021 | | | | | | |
|  | Odong Mike L. | District chair person | Ngora |  | 0776-343368 | Male |
|  | Olupot Simon Peter Max | Sec Pdn | Ngora |  | 0779-969752 | Male |
|  | Egunyu Francis | D/CAO | Ngora |  | 0777-257277 | Male |
|  | Awakoni Mungu Margret | DNRO | Ngora |  | 0775-641085 | Female |
|  | Olupot Gad | PAS | Ngora |  | 0776-621282 | Male |
|  | Omoding Amos | Secretary works | Ngora |  | 0781-537772 | Male |
|  | Adupa Martin | Rep RDC | Ngora |  | 0772-988038 | Male |
|  | Okore Simon Peter | AO | Ngora |  | 0785-477252 | Male |
|  |  |  |  |  |  |  |
| Wetland community Farmers | | | | | | |
|  | Enyodu Samuel | Host Farmer | Ngora | Agu | 0775-871170 | Male |
|  | Opio Anthony | C/P LC1 | Ngora | Agu | 0772-487549 | Male |
|  | Olinga Thomas | Group Sec | Ngora | Agu | 0781-323859 | Male |
|  | Anyait Mary Florence | Group treasurer |  | Agu | 0775-072640 | Female |
|  | Akola Stella Rose | Farmer | Ngora | Agu |  | Female |
|  | Opolot Moses | Farmer | Ngora | Agu | 0779-037448 | Male |
|  | Aluka Esther | Farmer | Ngora | Agu | 0778-334134 | Female |
|  | Sulaiman Hassan | Farmer |  | Agu | 0778-119233 | Male |
|  | Isina Elizabeth | Farmer | Ngora | Agu | 0788-054343 | Female |
|  | Alupo Betty | Host farmer | Ngora | Agu | 0783-648357 | Female |
|  | Aisu Irene | Farmer | Ngora | Agu | 0783-648357 | Female |
|  | Asio Agnes | Host farmer | Ngora | Agu |  | Female |
|  | Anyait Rose | farmer | Ngora | Agu |  | Female |
|  | Asio Agy | Farmer | Ngora | Agu |  | Female |
|  | Amuge Brenda | Farmer | Ngora | Agu |  | Female |
|  | Aguti Ziporah | Farmer | Ngora | Agu |  | Female |
|  | Adeke Christine | Farmer | Ngora | Agu |  | Female |
|  | Akalebo kolstika | farmer | Ngora | Agu |  | Female |
|  | Otim G. William | C/P LC3 | Ngora | Odwarat | 0788-961896 | Male |
| Government Official | | | | | | |
| **24.08.2021** |  |  |  |  |  |  |
|  | Aguti Silas | Focal person Wetland | Tororo |  | 0772-644744 | Male |

## Annex 9. List of Documents and Other Sources Used by the IE

1. Project Document: Building Resilient Communities Wetland Ecosystems and Associated Catchments in Uganda;
2. List of stakeholders consulted during the project development;
3. Environmental and social safeguards (ESS) report: FP034. Project “Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda”. United Nations Development Programme (UNDP). 2016-11-03;
4. Gender Assessment and Action Plan: FP034. Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda. Uganda | UNDP | B.15/07The 2019 Annual Performance Report;
5. Accreditation agreement between the green climate fund and UNDP, 2016;
6. GCF funded Activity agreement between UNDP and GCF: funded activity, FP034. Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda. June, 2017;
7. Annex I- NDA No-Objection Letter: Green Climate Fund Funding Proposal;
8. Project Inception Report;
9. Project Steering Committee meetings minutes 2017, 2018, 2019, 2020, 2021;
10. Approved Annual Work Plan 2018;
11. Approved Annual Work Plan 2019;
12. Approved Annual Work Plan 2020;
13. Approved Annual Work Plan 2021;
14. Project Procurement Plans 2018, 2019, 2020, 2021;
15. Project Annual Performance Report 2017;
16. Project Annual Performance Report 2018;
17. Project Annual Performance Report 2019;
18. Project Annual Performance Report 2020;
19. Project Quarterly Reports 2018, 2019, 2020, 2021;
20. Project Annual Financial Reports 2018, 2019, 2020;
21. Risk Log Quarterly Updates 2018, 2019, 2020;
22. SESP Quarterly Updates 2018, 2019, 2020;
23. Project Quality Assurance Reports 2018, 2019, 2020;
24. Project Environmental and Social Management Plan;
25. Project Communication Strategy:
26. ToRs of the Project Management Unit staff;
27. Back to the Office/Mission Reports of the PMU staff 2018, 2019, 2020;
28. PMU meetings minutes 2018, 2019, 2020;
29. Activity/meetings/events reports (if any) 2018, 2019, 2020 with lists of participants;
30. Agreements and contracts with Consultants and Responsible Parties 2018, 2019, 2020 ;
31. Consultancy and Responsible Parties Reports 2018, 2019, 2020 (e.g., Feasibility Studies, Environmental and Social Impact Assessment, etc.);
32. GRM Reports/Records 2018, 2019, 2020;
33. Project Audit Reports 2018, 2019, 2020 (if any);
34. Project publications and other communication materials 2018, 2019, 2020

**Other publications, reports, databases**

1. UNDP Development Assistance Framework (UNDAF);
2. UNDP Country Programme Document (CPD) and GCF strategic objectives;
3. UNDP/GEF “Extending Wetland Protected Areas through Community Conservation Initiatives (COBWEB)” project Final Report;
4. UNDP/GEF “Extending Wetland Protected Areas through Community Conservation Initiatives (COBWEB)” project Terminal Evaluation Report;
5. UNDP/GEF Project “Strengthening Climate Information and Early Warning Systems (SCIEWS) Project – Uganda Final Report;
6. UNDP/GEF Project “Strengthening Climate Information and Early Warning Systems (SCIEWS) Project – Uganda Terminal Evaluation Report;
7. National Climate Change Policy of Uganda
8. Ministry of Agriculture Animal Industry and Fisheries/FAO/AGNES. Long term low carbon, climate resilient agricultural development pathways for Uganda. Report
9. Shengjie Hu., Zhenguo Niu & Yanfen Chen, 2016. Global Wetland Datasets: a Review. Wetlands: DOI 10.1007/s13157-017-0927-z;
10. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version;
11. UNDP Climate Change Country Profiles: Uganda. <http://country-profiles.geog.ox.ac.uk>
12. World Bank Climate Change Knowledge Portal – Uganda: https://climateknowledgeportal.worldbank.org/country/uganda/climate-data-projections;
13. WMD District Wetland Inventory Reports (DWIRs) (if available);
14. GIS and Remote Sensing Data on wetlands dynamic in Uganda in last 10 years (if available);
15. Other publications on Uganda wetlands and effect of climate change available in the Internet.

## Annex 10. Project Team Comment- IE Response Matrix on the first version of the IE Report

Comment-Response Matrix for the INTERIM EVALUATION REPORT for the UNDP/GCF/MWE Project

“Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711/FP034)”, First draft was submitted on September 1 2021 and discussed on September 20, 23, and 24 to address the comments

|  |  |
| --- | --- |
| **Comment** | **Response of the IE Team/Changes Made** |
| **Executive Summary** | |
| 1. Demarcation of all target wetlands in the district has a cost implication that may not be affordable within the available project budget (on Recommendation 2.7 in the Executive Summary) | Total area of wetlands in the project districts in accordance to the Annex II: Feasibility Assessment for the GCF Proposal is 2,400 km² in Eastern Uganda and 489 km² in Southwestern Uganda; total - 2,889 km² (data of 2008). The footnote has been added to the Recommendation 2.7 in the Executive Summary: *Given the limited project budget, the IE team understands that demarcation of all target wetlands in the project districts (2,889 km², data of 2008) may not be possible.* |
| 1. On the “*Recommendation 2.7. For effective delivery and sustainability of the Output 1 the PMU, RPs, and partners should not only demarcate the wetlands restored by the project, but ideally all target wetlands in the project districts*”: there is need to assess in detail the budget requirement considering wetland in Uganda cover long distances. | Fully agree! Please, see the response #1 above. Let’s discuss if we can involve more resources for that and mobilized LDGs, communities and NGOs for this critical activity. |
| 1. Can consider details at regional level in case the district level is considered to make the report too bulky (on Recommendation 3.1 in the Executive Summary) | The IE team recommends to attach an annex to the main report with a table to demonstrate a progress against Activity targets for each project district and another annex (in Excel) to show project expenses by districts against the Activities. So, you do not need to put all information on the districts in the main body of the report. We added a relevant footnote to the Recommendation 3.1 in the Executive Summary |
| 1. On *“The IE team did not find evidences of sufficient stakeholder consultations during development of the GCF proposal”* (Project Strategy): Consultations were undertaken with relevant local governments and minutes to this effect are available. | Based on provided documents and list of stakeholders consulted the sentence was updated as the following:  *“During the project development at least 277 stakeholders were consulted at national and local levels, plus the project was also based on the previous consultations completed in the frameworks of COBWEB and JICA projects in the same districts”* |
| 1. On “*The IE team did not find evidences of sufficient stakeholder consultations during development of the GCF proposal, especially with local communities in the proposed project districts”.*   This statement has very serious implications | See response to the comment # 4 |
| 1. On “*The PRF Indicators are not completely SMART, redundant, and sometimes even confusing*”: What is the suggested way forward to address these gaps? | Please, see Conclusions and Recommendations section for details on that |
| 1. On “*Given the rate of wetland conversion in Uganda the project efforts are currently unlikely to influence the conversion rate significantly*”: Do we have evidence to show that conversion rate is higher than restoration; the higher might be localized? | Yes, it looks like we do have the evidence: The rate of wetland conversion in Uganda is very high, estimated at 294-805 km²/year in 1994-2015[[114]](#footnote-114). Unfortunately, MWE has not provide any data to estimate the trend between 2015-2020. Additionally, given the current low project progress along wetland restoration target it is unlikely we are having a serious impact on the wetland conversion rate in the project district now. This statement was corrected as the following after the discussion on September 20:  *“However, given the rate of wetland conversion in Uganda of 294-805 km²/year (1994-2015) the project efforts are currently unlikely to influence the conversion rate significantly , without overcoming the project implementation issues”.* |
| 1. On “*The ownership of the project is high at the level of national government (including the President), but the ownership progressively decreases to LDG and community level, especially in Eastern Uganda*”: WHY???? | See details, in the section “Country Ownership”. It looks like the livelihood component (Output 2) implementation and local politics is affecting ownership by communities & district. The sentence was corrected as following after discussion on September 20:  *“The ownership of the project is high at the level of national government (including the President), but the ownership decreases to LDG and community level, especially in Eastern Uganda due to lack of sustainbale and sufficient benefits”* |
| 1. On “*Some “negative” results have been never reported by the PMU and were discovered by the IE team during the field trip*”: Which ones? | Please, see details the Unexpected Results section |
| 1. On “*Lessons generated by the project are mainly managerial, but not technical*”: There is need to segregate this | Please, see details in the Replication and Scalability section |
| 1. 10. On “*It is recommended to the PMU to discuss with UNDP and GCF and make all that changes in September 2021*”: Is this realistic??? October is better | Agree, corrected as October. |
| 1. On the “*Recommendation 2.2. The PMU, MWE, MAAIF, and UNMA should update the multi-year project plan until 2025 (or until 2027) if the project extension is granted) and downscale it to the project districts*”: this is not clear | We mean you should develop a multi-year plan inclusive for each project district with district’s targets for the Outputs and Activities and budget estimates. |
| 1. On the “*Conclusion 3. The project has a relatively strong project management arrangements, however, the management is currently only partially effective to ensure full delivery of the project Outputs in the remaining time”*: This is not clear | 11. Added: *(please, see section 3.4. Project Implementation and Adaptive Management for details).* |
| 1. On the “*The selection of the project districts and target wetlands is explained and very reasonable, however, the wetlands/catchments restoration targets look very ambitious in comparison with area of wetlands restored in Uganda in 2014-2018 (under the project the wetland restoration rate should be almost 13 times higher than in 2014-2018)*”: Please take note that there was limited funding and this is what forced us to request for support from GCF; It would make sense if associated previous funding is linked to the restored area. | Thank you! We compared the funding Uganda had for wetland restoration in 2014-2018 and funding provided by the GCF in the Project Strategy section. Our concern is not so much about funding as about capacity of WMD, LDGs, NGOs and other partners to restore wetlands.  We added the following footnote to the sentence: “*The funding available for wetland restoration in Uganda in 2014-2018 was US$72,392 only*” |
| 1. The executive summary should capture the summary of the periods when funding was released to the RPs, for instance for MAAIF, 2019—release was in October, 2020—release was end of June, 2021.release was mid June. | Thanks, the following has been added to the Executive Summary’s IE Ratings & Achievement Summary Table: *“Difference between the date the funds are requested by the RPs and the date the funds are received from UNDP is sometimes as much as 55-77 days (2019 and 2020). Additionally, MAAIF and UNMA receive funding 3-4 months later than MWE, and that does not allow simultaneous delivery of Outputs 1-3 (2018, 2019, 2020). In 2020 the RPs received from UNDP only 50% of requested funding”.*  Relevant Figures 9-11 have been added to the Project Implementation and Management section to illustrate the situation. |
| 1. On the “*The United Nations Development Programme (UNDP) supported, Green Climate Fund (GCF) financed project “Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711)” is implemented by the Ministry of Water and Environment (MWE) in partnership with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and Uganda National Meteorological Authority (UNMA)”*: The partnership does not come out clearly. The report should indicate three funders. It’s not UNDPs programme | Thank you! Corrected as the following: *The Government of Uganda’s, the United Nations Development Programme (UNDP) supported, Green Climate Fund (GCF) financed project “Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711)” is implemented by the Ministry of Water and Environment (MWE) in partnership with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and Uganda National Meteorological Authority (UNMA)* |
| 1. On the “*The project is supported by GCF, UNDP and Government of Uganda (GoU)*”: GoU, GCF and UNDP should be the arrangement | Thank you! Changed as the following: *The project is supported by GoU, GCF, and UNDP.* |
| 1. On the *“Given the rate of wetland conversion in Uganda the project efforts are currently unlikely to influence the conversion rate significantly”:*   Is this the correct yardstick to measure project success?  This is a multidimensional project and we require a more comprehensive set of measures. How does this relate to the indicators identified in the log-frame? | Please, kindly remember that the project Objective is “to restore and sustainably manage wetlands and support target communities in wetland areas of Uganda to reduce the risks of climate change”. So, this objective may never be achieved if the wetland degradation rate is much higher than the wetland restoration rate in the project areas. Moreover, the project is designed to contribute to The National Development Plans II (2015-2020) and III (2021-2025) with a goal to increase wetland cover in Uganda from current 10.9% to 12% by 2025 and 13% - by 2040. But how we will achieve that goal if we do not decrease the wetlands conversion rate first of all? Ideally, the project should demonstrate to GCF that it addresses that issue (it also negatively influence sustainability of the project results).  Moreover, we recommend to consider the high wetland conversion rate as one of the High Risks for the project in the Risk Log and monitor and manage the risk accordingly. |
| 1. On the *“It is recommended to the PMU to discuss with UNDP and GCF and make all that changes [Output and Outcome Indicators] in September 2021*”:   Completely agree, but deadline needs to be extended by a month.  Related to this is the need for additional resources for M&E. Perhaps an assistant for each region within the PMU to help district agencies collate and report. The modalities need further discussion among components as reporting should be aligned with | Agree. Changed as the following: *It is recommended to the PMU to discuss with UNDP and GCF and make all that changes [Output and Outcome Indicators] in October 2021*  The project M&E budget is US$ 605,000, including US$ 507,000 from the GCF grant and US$ 98,000 of co-financing. In 2017-2020 it looks like only a small portion of the budget was actually used. |
| 1. On “*The PMU and UNDP should submit a request to the GCF for the project extension for 2 additional years (until 2027) without increasing the project budget due to COVID-19 pandemic and restrictions, and dramatic flooding in 2020-2021*”:   Agree for extension, disagree with idea that more money won’t be needed. Not possible without corresponding budgets. As noted by reviewers, the ~2 years of slow down due to pandemic has reversed gains made by the project and we will need resources to set this right. | Given the experience of the IE team with other projects, it is unlikely that the project will receive extension **with additional budget from GCF**. Moreover, it will probably be difficult to justify additional budget request given the fact that the project spent only 31% of funds planned for 2017-2021. |
| 1. On the “*Each AWP should be downscaled to the district level similar to the multi-year project plan, so each district will have a plan for delivery of the project Activities and clear annual budget for the project implementation”:*   I believe the AWPs are prepared, but not disaggregated down to the district level as suggested. While this and rec. 2.2 are both valid suggestions, it will require additional resources, for e.g. regional planning workshops each year which are attended by each district team who then prepare and present their work. | As we mentioned above, the project only spent 31% of the 2017-2020 budget so far. So, the PMU can allocate some funds for district level planning. It does not require a lot of money, but will bring more certainty and clear picture what is expected from each project district. |
| 1. On the “*Recommendation 2.6. To fast track delivery of the project activities in 2021-2025 (or 2027 if the extension approved) the PMU should fully involve working potential of NGOs and LDGs*”:   Unclear | Please, see detailed recommendations in the Conclusions and Recommendations section of the IE Report. |
| 1. On the “*Recommendation 2.8. While delivery of the project Outputs the RPs – MWE, MAAIF, and UNMA should work as one team to ensure that wetland restoration and climate-smart livelihood activities are implemented simultaneously and community do not wait for long time for alternative livelihood options after they vacated the wetlands*”.   Pressures on the wetlands will not ease in the short term. The back and forth between restoration and encroachments may continue and is a norm not an exception for LDCs where climate extremes and poverty often force communities to turn to natural resources. It is intended that over the long term the project will have established local institutions, income incentives as well as policies and governance arrangement which will make such encroachments an exception. | Not clear if you agree or disagree with this recommendation. If you disagree let’s discuss alternatives. Actually, that is the recommendation mentioned by many stakeholders during the IE.  Unfortunately, we have limited timeframe for the project and we have some obligations to GCF and Uganda Government on the project results. So, we probably cannot use “long-term perspective” promise and “unavoidable back and forth” situation as an excuse for not achieving the project targets. But we can consider high probability of re-encroachment of some wetlands as a project risk and manage it accordingly. There are ways we can address this issue. |
| 1. On the “*pay more attention for development of alternative livelihood options in Eastern Uganda where the main income of local communities is generated from rice farming in wetlands*”.   Hopefully this is backed by specifics in the main section | This issue with Eastern Uganda was mentioned by many stakeholders. And we tried to address it accordingly in the report. |
| 1. On the “*Recommendation 3.3. The PMU and RPs (MWE, MAAIF, UNMA) should organize quarterly field monitoring trips to the project sites and project districts. Output 2 requires even more intensive monitoring to timely detect problems with provided livelihood options and implement corrective measures*”:   Agree with intensive monitoring. Disagree with what is proposed. Monitoring of projects of this nature requires systematic collection of activity/action level indicators. Large groups of senior officials can help in the annual or half-yearly analysis of this information but not in the data collection itself which must precede any such activity. Also see comment to R 1.1. | The project has a M&E officer plus coordinators for each project Output for quarterly monitoring. We found field monitoring reports to be very useful to collect insights on the project progress and issues. They can be used for the project adaptive management. If PMU cannot do it itself you can hire consultants or train LDG teams to do M&E regularly. AWPs allocated quite a lot of funds for M&E in 2017-2020 ($130,000/year), but it looks like only a small portion of the funds was actually used. Additionally if you look at he Project M&E Plan majority of the PRF indicator should be monitored quarterly. The timely monitoring of Output 2 activities will help you to make corrective actions each quarter. |
| 1. On the “*Recommendation 3.4. The PMU, RPs and partners should organize quarterly lessons learning sessions to discuss what works, what do not work, and why”:*   Quarterly is too often. Such meetings should be merged with steering committee meetings, annually | The best project practices recommend to organize project lessons learning sessions regularly (not once a year). If you do it only once a year a lot of important lessons can be lost. Also, the more often your extract lessons the more flexible your project adaptive management can be. PSC meeting is a good place for presenting lessons learned by the project, but not a suitable event for extraction of the lessons. It can be done regularly by the PMU, RPs and partners on special meetings. Ideally you can report lessons learned in every Quarterly Report as we do for UNDP/GEF projects. |
| **Methodology** | |
| 1. On:   *“Effectiveness:*   * *probability that the project strategies will achieve project Outcomes during the project lifetime;*   *Efficiency:*   * *timeliness, quality and quantity in implementation of project Activities and delivery of planned Outputs;* * *capacity of PMU and key partners to implement the project”.*   How these parameters have been measured? | On Effectiveness, please, see Table 5 of the report for details. The IE team tried to evaluate probability of achievement of the project Outcomes using simple projections based on Outcome Indicator values by the Mid-term extracted from APRs.  On Efficiency, please see Table 6 of the Report. Mainly we tried to calculate a delivery rate (%) for each project Output based on what was planned for different project Activities by the Mid-Term. Additionally, we used delivery of the project budget (expenditures) by the Mid-Term.  Capacity of the PMU was a bit more subjective and we used a brief review of the project AWPs, APRs, management approaches. |
| 1. On the “*As an additional tool to understand the current trend of wetland degradation in the project regions the IE team used Normalized Difference Vegetation Index (NDVI), as a proxy measure of vegetation greenness for the period 2001 – 2020 from The Terra Moderate Resolution Imaging Spectroradiometer (MODIS) Vegetation Indices (MOD13Q1)”*   I disagree with this for the following reasons:  1. Trends in NDVI can give you an idea of vegetative cover in the catchments where a negative trend will suggest a loss of vegetative cover. In a wetland, however, the surface is a mosaic of water (negative NDVI values), vegetation, fallow lands and bare/moist soils. NDVI is not a suitable index for such areas.  2. Furthermore MODIS is a 250m X 250m pixel which is approximately 6.25 ha. This resolution is too coarse to capture the on-ground changes which take place at much smaller scales. I had provided 10x10 m NDVI datasets from sentinel-2 which could have addressed this challenge.  3. Vegetative cover changes according to season – it is unclear if this effect has been taken into account (I had provided both annual and seasonal data as well as trends in minimum, mean and maximum values). | The Annex 3. Using GIS to detect critical trajectories and map hotspots of Wetland Vegetation Health transformations under IE of the project: Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project (PIMS 5711)) is discussed in the separate comment-response matrix. |
| **Project Strategy** | |
| 29. Complications of the project started here when the original project proposal was oriented to address only UNDP interests and ignored government procedures and structures | As was clarified during our call on September 20, the issue was not about UNDP interests, but actually that many project activities were budgeted as contractual services but not for direct delivery by MWE and other RPs. The issue was solved. |
| 30. On the “*WMD spent total UGX 256,621,400 (US$72,392) to restore 2,515 ha of wetlands in 2014-2018, or US$ 28.8/ha . So, the funding provided under project Output 1 (US$10,618,652, or 147 times higher than WMD budget in 2014-2018) is more than sufficient to achieve 64,370 ha wetland restoration target”:*  On what basis is this statement made? This is just about USD 165/ha of restored wetland which is extremely low.  Even in other LDCs allocations for catchment treatments is usually in the range of 700 to 2000 USD per ha per year (Alexander et al., ‘Opportunities and Challenges for Ecological Restoration within REDD+’.), and it is higher for wetlands.  Please see these for comparison:  Zentner, Glaspy, and Schenk, ‘Wetland and Riparian Woodland Restoration Costs’; Singh et al., ‘Optimizing Wetland Restoration to Improve Water Quality at a Regional Scale’; Forshay et al., ‘Landowner Satisfaction with the Wetlands Reserve Program in Wisconsin’; Bayraktarov et al., ‘The Cost and Feasibility of Marine Coastal Restoration’. | This statement seems to be self-explanatory: the basis for this statement is based on available budget and total area of wetlands restored in Uganda by the WMD in 2014-2018. |
| **Effectiveness** | |
| 31. On the “*The district and communities think the GCF project ended more than a year ago as they receive no communication from the project team*”: Wondering whether the evaluation team went a head to find out the reason why????? | Yes, we did. All that is associated with delays to disburse funding from UNDP to RPs and long periods of the project inactivity. The following has been added: “*The key reason for this situation are systematic delays in fund disbursement from UNDP to the RPs and associated long periods of the project inactivity*” |
| 32. It’s important to verify information received from the communities/beneficiaries during evaluation, communities will always provide information depending on how they foresee its usefulness e.g some of the districts in the report wondering whether the project is still existing have the most active committees and are in touch with us all the time. | We only reflected only what communities and LDGs reported during the evaluation mission. Given delays in funds release and long periods of the project inactivity it is probably not very surprising that communities asked if the project still implemented. |
| 33. On the” *Similar situation exist in the wetland shared by Kibuku and Pallisa districts: while wetland restoration and sustainable management activities are implemented in Pallisa, there is a local resistance to restore wetlands in Kubuku (encouraged by politicians)*”:Including all districts mentioned above and that’s why there is limited progress in that area. Not until politicians have denounced their statements, the project will remain affected. | Thank you so much! The following footnote has been added: *“The situation of local resistance to restore wetlands encouraged by politicians is present also in other districts and that slows down the project implementation”.*  There are feelings by LGs after elections that this attitude is changing for positive note, where local leaders are involved in enforcement & removing personal tree and agricultural developments on wetlands that had been taken over by politicians (e.g., Sheema districts where LC5 and councilor were forced out of the wetland). |
| 34. On the “*Lack of project workplans and wetland management plans at district level leads to uncoordinated project implementation in the target districts to deliver the project Outputs. As a result of uncoordinated delivery of Output 1 and 2 community start re-encroachment of the wetlands*”: Please take note that it is not only uncoordinated movements but also delayed fund release. Eventually when funds are released with limited timing each component rushes to finish its part hence uncoordinated delivery | Thank you, noted. Added the following footnote: “*Another reason for uncoordinated delivery of the Outputs 1 and 2 is systematic delays in funds disbursement from UNDP to RPs: as soon as the funds finally released every RP rushes to implement the project activities in the remaining time (mainly in Q3 and Q4 each year) and that contributes to insufficient coordination”.*  But please kindly remember that uncoordinated project planning between the districts and uncoordinated delivery of Outputs 1 and 2 is the critical issue too. |
| 35. On page 31, the comments are good but it is important to note that its work that is still on-going. E.g in Ngora, the works will be completed soon and the provision of a bigger pump to provide water for the fish ponds is already being procured, the current small pump is only meant for the irrigation plot. Ngora also missed out on the livelihoods (piggery and goats) only because of the Foot and Mouth Disease epidemic. It was agreed that this support be rescheduled to the next cycle which is in this September. Ntungamo and Pallisa are not yet stocked because of the delayed fencing which emerged as a result of late release of funds but is now on course for this month | Thank you! The following footnotes have been added to the statements about the pump and fishponds (please, see Effectiveness section):  *The pond fencing is going to be installed in September 2021 by MAAIF*  *The bigger pump for small scale irrigation in Ngora is currently under procurement by MAAIF* |
| **Efficiency** | |
| 36. On the” *Procurement planning is not detailed enough to start the process as soon as the funding released*”: Need to understand procurement process of govern. Government can only allow procurement to proceed after confirming that funding is available. | But can we develop all the document for procurement we need in advance before release of funds. As was discussed during September 20 and 23 meetings that is possible. |
| 37. On the “*Faster mechanism of procurement of required goods and services and direct performance-based payments through UNDP are not regularly used*”: there is need to probe more on this. There are cases where we have requested UNDP to procure on our behalf and the process takes more than a year and sometimes the procurement fails and is returned to government; examples are available to this effect. In addition, when UNDP takes on the procurement, the issue of ownership disappears. More often than not some consultants have refused to listen to RPs because they are procured by UNDP. | The following footnote has been added: “*However, the interviewed stakeholders reported cases when procurement via UNDP Uganda took more than a year and sometimes failed. So, the procurement process needed to be started again by the RPs”.*  Regarding the consultant issue UNDP should provide full support to the RPs and does not accept deliverables not agreed with the RPs. As we discussed during our meeting on September 23, UNDP, PMU, and RPs will coordinate more on that to ensure that organizations and consultants hired directly by UNDP will report to the PMU and RPs along with UNDP |
| 38. The projected time for completion date of 2033 under the current circumstances in my view is too far. It’s good that the evaluators acknowledge that the first three years were for preparatory activities. I hope the evaluators have taken into consideration that it is approximately one year of actual implementation. | Yes, the projection of the project completion was calculated based on the project expenditures in 2018-2020 (US$ 1,625,811/year in average). If the expenditure rate does not change it is projected that the project will be completed in 2033 only. |
| 39. Kindly consider the impacts of the COVID-19 pandemic in this assessment. The present form does not seem to take those constraints into account. About half of the entire life of the project has been influenced by the pandemic. The fact that work has resumed in earnest, in spite of the pandemic should also be noted. | We consider COVID pandemic in the Progress Towards Results section of the report. This is one of the barriers for effective project implementation. |
| **Progress Towards Results** | |
| 40. So, MWE, MAAIF, and UNMA receives funds from UNDP only in June each year in the best case and *not at the same time*. | The following sentence has been added: “*The release of funds is not coordinated and RPs receive the funds on different dates: e.g., in 2019 MWE received the funds on June 12, MAAIF – on October 18, and UNMA – on October 29”.* |
| 41. On the *“(1) the AWPs sometimes are signed by a junior MWE officers, but should be signed by a Permanent Secretary”:* This need to be looked at in detail. From the start of the project the workplan ie 2017-2020, the workplan was always signed by the Director Environmental Affairs on behalf of the PS. The director is the highest technical officer in the Ministry so who is the junior officer? The issue of the workplan being signed by PS emerged when signing of 2021 workplan and even then UNDP did not communicate this requirement; hope can be proved with a letter to PS if not this should be withdrawn | That is how UNDP CO interpreted one of the reasons for the delays. However, our understanding can be incorrect too. This point has been highlighted in the IE Report.  Corrected as the following throughout the report:  *(1) the AWPs sometimes are signed by the MWE’s Director of Environmental Affairs, but should be signed by a Permanent Secretary*; |
| 42. The issue of calling senior government officials junior staff is a sensitive matter; may it is one of the reasons affecting this project because UNDP sometimes tend to overlook government staff and instead dictate rather than support the RPs to implement activities based on their capacities and mandates. |
| 43. On the *“(2) AWPs and quarterly plans are not prepared in full accordance with UNDP requirements, are not detailed enough and often lack budget notes and itemized cost estimates required by UNDP*”: This also need to be probed further; There is evidence to show that UNDP has been part of planning why are requirements not brought when they are in the planning and only go back to raise them later?????? | That point was discussed during the meeting on September 20 and agreed with UNDP that they will provide all requirements for plans and reports in advance to the PMU and RPs and will review AWPs right after they are developed.  However, the AWPs we received for the IE all there very general without explanations of Activity budgets and targets |
| 44. On the *“(3) APRs and quarterly reports are not detailed enough, have insufficient quality, and sometimes do not correspond to the project expenditures”*: According the FAA UNDP is supposed to provide oversight including supporting the RPs to prepare the APRs at different stage i.e. pre-APR preparation during preparation and review after preparation; why wait and raise issues later?????? | That point was discussed during the meeting on September 20 and agreed with UNDP that they will provide all requirements for plans and reports in advance to the PMU and RPs. |
| 45. On the *“(4) the RPs are reluctant to provide resources to district technical staff and include NGO partners to deliver some of AWP activities and fast track the project delivery”:* This is misleading; as MWE we have documentary evidence to show the amount of money released to the 24 districts twice with accompanying guidance on how funds should be utilized and the documents to that effect are available for sharing; the only challenge we have faced is that some districts fail to deliver as planned. In addition, there is evidence that we have engaged NGOs specifically IUCN and Environmental Alert to support us the implementation activities through signing activity implementation agreements; these documents are also available for sharing. Prior to that, UNDP engaged the NGOs directly and we were faced with challenges of supervision in two ways;  1.NGOs were difficult to supervise and monitor because there were no parallel resource planned do so i.e. both national and LG staff were not facilitated.  2.NGOs were not listening to us because they thought they were working for UNDP and not government.  I propose that we look at engagement of NGOs in a broader way including; who engages them, who supervises them, who takes on what they have initiated, what specific capacity do they have etc otherwise we lose the sustainability factor when the project has closed | LDGs had complains about the funding provided during the IE mission.  Regarding the NGO we talked to both IUCN and Environment Alert and they both said that their involvement was not systematic and they can deliver much more of the project activities (e.g., on wetland and catchment restoration). No other NGOs have been involved in the project activities, except some feasibility assessments.  After discussion on September 20 this sentence was changed as the following:  *“the RPs provide insufficient resources to district technical staff and involve only a few NGO partners to deliver AWP activities and fast track the project delivery”* |
| 46. On the “*The PMU organized joint project planning and reporting sessions with participation of MWE, MAAIF, and UNMA, but coordinated delivery of the project Outputs “as one team” is still lacking*”: This is due to different procedures and processes in different institutions | As we discussed on our September 20 and 23 meetings, MWE, MAAIF, and UNMA started to practice stronger coordination in 2020 and will achieve fully coordinated delivery of the project Outputs in 2021. |
| 47. On the “*MAAIF and UNMA tend to deal with UNDP directly instead of coordinating with the PMU/MWE for joint submission of plans, reports, and requests to UNDP*”:  I want to bring it to the attention of the evaluation team that the original thinking of the implementation of this project was that there would be a PMU with technical representatives from all implementing institutions and that all communications would be through this structure but along the way things changed and UNDP started communicating to individual institutions (RPs) which actually affected implementation in 2018, 2019 and partly 2020 because these institutions thought they were independent in their own capacity. However of recent, institutions have realised that we are supposed to deliver together and this should be strengthened. My other proposal are;  •The PMU should co-pt all component heads and must attend all meetings  •If UNDP wants to communicate to RPs it should be through the PMU to avoid further confusion  •MWE is strengthen as an IP to coordinate planning and reporting through the PMU | Thank you! Corrected as the following after discussion on September 20:  *“Till 2020 MAAIF and UNMA tended to deal with UNDP directly instead of coordinating with the PMU/MWE for joint submission of plans, reports, and requests to UNDP”.*  Your suggestions have been included in the Conclusions and Recommendations section |
| 48. On page 50, I agree with evaluators that livelihoods should be delivered at the time of restoration. However, the process of verifying the beneficiaries, validating their requests and taking them through the sustainable livelihood plan needs time. The delayed funding compounds the problem further because these livelihoods are procured through the legal procurement processes | Thank you! We agree, that delayed release of funds and large difference between the dates the RPs receive the funds is the key issue to deliver all Outputs simultaneously. The following has been added to the *Lack of strong coordination between MWE, MAAIF, and UNMA to deliver the project Outputs* sub-section:  *“The situation with uncoordinated delivery of the project Outputs is also produced by large difference in the dates MWE, MAAIF, and UNMA receive the project funds from UNDP (e.g., MWE usually receives funds 3-4 months earlier than MAAIF and UNMA)”.*  It looks like the process of verifying the beneficiaries, validating their requests can be implemented before wetland restoration activities are implemented. |
| 49. On the “*Lack of understanding of and trust to the project by local communities*”:  Reads like a blanket statement. Surely there are sites where this is not the case with everyone. | We provide explanation of this barrier right after the statement. Please, let us know if it is not sufficient. Of course, this is not an issue that present in all project districts. But our stakeholders highlighted that problem during the interviews. |
| **Project Implementation and Adaptive Management** | |
| 50. On the “*The PMU staff (5 officers on contracts with UNDP) experiences delays in salary payments up to 3-6 months due to long approval process of project AWPs and disbursement of funds from UNDP to PMU*”: Need to check this the affected communities are mainly 2 whose salaries from UNDP come through MWE, those directly paid by UNDP are not affected | Thank you! Corrected as the following after discussion on September 20:  *“Some PMU staff (officers on contracts with UNDP) experiences delays in salary payments due to long approval process of project AWPs and disbursement of funds from UNDP to MWE”.* |
| 51. The figure of 1.6% gives an unrealistic impression on project financial management and needs more clarification because the project only had few weeks with funds in June, within the 6 months of the 2 quarters (on the *Project financial management: variance between planned and actual expenses*) | 3. Fully agree! We accepted your explanation as the following: “*Thus, in 2017 the project spent 4% of GCF funds planned in the AWP; in 2018 – 69%; in 2019 – 61%; in 2020 – 40%; and in 2021 – only 1.6% (by the end of Q2 2021, where funds were received from UNDP only in June 2021)*”. See the section *Project financial management: variance between planned and actual expenses* |
| 52. On the “*Based on recommendations of the project Inception Workshop the PSC was strengthened by representatives of DLGs (currently PSC includes Bushenyi and Mbale DLGs representatives)*”: The representation has changed from Bushenyi to Kisoro a letter to that effect is available. Take note that representation of LGs is rotational. | Thank you! The sentence has been changed as the following:  *For 2020, PSC district membership was held by Bushenyi and Mbale DLGs representatives which was handed over to nomination of Kisoro and Bukedea Districts for 2021 representation.* |
| 53. On the *“As we mentioned above the PMU for the project is quite big and has the following staff:*  *• National Project Coordinator (fixed term contract);*  *• Project Liaison Officer (GoU employee);*  *• Project Technical Advisor (fixed term contract);*  *• Principle Wetlands Officer (GoU employee);*  *• Project Accountant (fixed term contract);*  *• Project Management Specialist (fixed term contract);*  *• Project M&E Specialist (fixed term contract);*  *• ESSD Specialist (fixed term contract);*  *• Communications Specialist (fixed term contract);*  *• Gender Officer/ MWE Focal Point (GoU employee);*  *• 2 Regional Wetlands Coordinators (GoU employee, located in the project regions)”:*  This is where the problem starts; where is UNMA and MAAIF?????? | Agree! Added as the following: “*However, there are no representatives of the MAAIF and UNMA in the PMU”.* |
| 54. On the “*UNDP plays a role of Accredited Entity for the GCF grant, it directly receives GCF payments and release them to the GoU*”: how and after how long??????? | As was discussed during our call on September 23, UNDP CO and PMU will address the issue of delayed fund disbursement based on the recommendations 4.2.3-4.2.5 |
| 55. On the *“In relation to the GCF project UNDP provides the project cycle management services which are: (i) project preparation oversight; (ii) project implementation oversight and supervision, including financial management; and (iii) project completion and evaluation oversight”*. Where is support on planning and reporting????? | This is covered by the (ii) project implementation oversight and supervision, including financial management |
| 56. ON the “*UNDP CO provides the following Direct Project Services for the project:*  *• procurement of goods and equipment;*  *• administrative and customs clearance;*  *• logistics for delivery;*  *• procurement of services;*  *• processing terms of reference for recruitments;*  *• consultant recruitments*  *• advertising;*  *• short-listing & selection;*  *• contract issuance;*  *• administrative services for consultant mobilization;*  *• payments;*  *• creation of vendor forms;*  *• issuing cheques.”*  Some of the services mentioned above that UNDP UNDERTAKES have sometimes made UNDP to appear an implementing agency rather than an accredited entity as clearly defined in the FAA. This midterm review should clearly define where UNDP should stop in terms of roles and responsibilities. | UNDP CO implements Direct Project Services requested by the GoU. As we agreed during the call on September 23, UNDP will continue to implement these services in stronger coordination with GoU |
| 57. On the “*The UNDP explains the delays by low quality of the project AWPs, quarterly plans, and reports, and low absorption of the released funds by the RPs. This serious issue has not been solved so far. Additionally, UNDP delays (over 2 month) to provide feedback on audit queries*”.  The explanation by UNDP does not go ahead to indicate what it has done as an accredited entity as defined in the FAA to address the above mentioned issues. This will help to come up with a clear way forward | As was discussed during our call on September 23, UNDP CO and PMU will organize joint sessions to review and finalize AWPs, quarterly plans and reports and will address the issue of delayed fund disbursement based on the recommendations 4.2.3-4.2.5 |
| 58. On the “*Other recommendations to UNDP from PSC 2018 – to organize trainings for the PMU on UNDP procedures and requirements – are implemented annually”*. The trainings are general and not project specific and therefore if after the training things still remain Business as Usual | Thank you! The following sentence has been added: *However, the PMU indicates that the trainings provided are general and not project-specific.*  As we discussed during the call on September 23, UNDP CO will adjust the procedural training to reflect and correct issues in the project AWPs and other planning and reporting documents. |
| 59. On the *“Lack of formal MoUs between MWE and UNMA and MWE and MAAIF the flow of funds to the Ministries has been delayed”;*  The MoUs are available fully endorsed by the Solicitor General | Thank you! We just copy-pasted different reasons for the project delays from APRs 2018-2020. The following footnote has been added: *Currently all MoUs between the MWE, MAAIF, and UNMA are signed* |
| 60. On the “*District staff are rarely involved site planning for construction dams, fish ponds and are not facilitated to follow up on project activities once the MWE, MAAIF and UNMA are back to Kampala*”  We need to probe this further, local governments are the ones who identify sites, in 2020 MWE disbursed fund to DLGs which have facilities in their areas for routine monitoring; documents to this effect are available for sharing. In addition, as mentioned before, some works are contracted by UNDP and contractors tend to work independently and ignore GoU official. | This problem has been reported by the LDGs. After discussion on September 23 that issue was corrected as the following:  *“Some District staff reported that they are rarely involved in site planning for construction of dams, fish ponds and are not facilitated to follow up on project activities once the MWE, MAAIF and UNMA are back to Kampala”* |
| 61. On the “*Delay in the delivery of livelihood options and their insufficient quantity and quality slow down the process of voluntary vacation of target wetlands by local communities*” We need to define a way forward because this is reappearing every where | Exactly! See IE Recommendations as a way forward |
| 62. On the “*However, Regional Offices and DLG Teams do not participate in the meetings, but hold their own meetings in the regions/districts and provide copy of the meeting minutes to the PMU*”.  Need to get more details, regular regional and district meetings have failed due to inadequate facilitation. This seem to a blame statement which is not correct; The fact is that regional and district meetings are not occurring frequently due to the factor mentioned above. | Corrected as the following after discussion on September 23:  *“However, Regional Offices and DLG Teams hold their own meetings in the regions/districts and provide copy of the meeting minutes to the PMU”*  As we discussed during the call the PMU will work on stronger coordination with LDGs on the project planning, reporting and implementation |
| 63. On the “*However, GoU employees in the PMU have other responsibilities not directly associated with the project implementation*”:  Some are very senior officers in the GoU. How can they be assigned full time to a single project. Isn’t it better to integrate the project with existing programmes rather than creating a completely parallel structure? | This situation is not productive for the project implementation, given the IE team experience with other similar projects. When a government officer has a million of other tasks, and considers the project (a highly important project for GoU) as one of the task, it is not good for the project management and implementation (especially a troubled project like this). If you cannot assign current GoU staff to work full time on the project please consider hiring other staff to PMU with full time responsibility for the project. See more in the Conclusions and Recommendations section of the report. |
| 64. On the “*AWPs sometimes are signed by a junior MWE officers, but should be signed by a high rank officer, e.g., Permanent Secretary*”  How will this help? Won’t it add to the delay given the amount of work the PS does on a day to day basis? | There are some rules that UNDP has to follow. This issue was brought to the IE attention by UNDP Uganda. As we agreed during the call on September 20, UNDP CO will provide PMU with all requirements for AWPs well in advance of their development. |
| 65. On the “(*3) the RPs are reluctant to provide resources to district technical staff and include NGO partners to deliver some of AWP activities and fast track the project delivery*:  Please be specific. We can address this only if we know what resources are being spoken about. | After discussion on September 23 this was corrected as the following:  *“3) the RPs provide insufficient resources to district technical staff and involve only a few NGO partners to deliver AWP activities and fast track the project delivery”.* |
| **Gender Equity** | |
| 66. I think its important to mention that the project document lacks a budget for implementing gender activities alongside the mainstreaming initiatives. Plans are developed yes but don’t have a budget in the project document | Thank you! Updated as the following:  *Each APR 2017-2020 contain a brief report on gender-related activities for reporting year and a list of updated gender mainstreaming activities planned for next year with estimated budget for implementation. Gender-specific activities are integrated in the project AWPs. However, no budget is provided for specific gender mainstreaming activities under the project.* |
| 67. Secondary the project document doesn’t have a gender output/result area like what we what to see after the 8years of the project. This has made the project to move slow towards gender related results | The IE team doubts that the PMU should go through the project logical framework review process and include a specific gender related Output in the framework and agree that change with GCF. The project already has 4 gender-disaggregated indicators with targets by the end of the project. Additionally, the project Gender mainstreaming plan integrates necessary gender related activities in all project Outputs and Activities. However, we agree the project should provide a budget for specific gender related activities. |
| 68. On the *“In 2018 implementation of gender mainstreaming in framework of the GCF project was strengthen with complementary UNDPs Ending Gender Based Violence (GBV) project implemented in the same districts of Eastern and South-Western Uganda (additional US$ 400,000)*”:  GBV pilot is implemented in only two districts of Bushenyi in western Uganda and Pallisa in eastern Uganda. There plans to scale gbv prevention to all the 24 districts later. CEDOVIP also carried out a capacity needs assessment for project staff and district stakeholders | Thank you! Corrected as the following: *In 2018 implementation of gender mainstreaming in framework of the GCF project was strengthen with complementary UNDPs Ending Gender Based Violence (GBV) project implemented in the two districts of Uganda (Bushenyi in Western Uganda and Pallisa in Eastern Uganda) (additional US$ 400,000).* *The GBV prevention project is planned to be scaled up to all 24 project districts. The GCF project collaborates with the Center for Domestic Violence Prevention (CEDOVIP) to carry out a capacity needs assessment for project staff and district stakeholders on gender mainstreaming.* |
| 69. The other issue is that selection to benefit from irrigation schemes requires one to have ability to rent land per season yet many women, youth and don't have money to rent land and don't own land adjacent to the wetland and so are left out. | The following has been added to the Level of women/men involvement in implementation of the project activities, including direct beneficiaries, Table 12: “*One issue that was found by the IE is that many local women, youth and don't have money to rent land and don't own land adjacent to the wetland, so many of them left out as beneficiaries of the irrigation farming schemes outside of the wetlands provided by the project”* |
| 70. I suggest that we have a gender and equity conclusion and recommendation basing on what has been found out during the review. There is need to know what can be made in terms of social inclusion and to enable project shoot to the expected target. We need a recommendation for the poor and disabled beneficiaries. | *Fully agree! The following has been added to the Conclusion and Recommendation section:*  *Conclusion 4.4. Despite the well-articulated project Gender Mainstreaming Plan no budget is allocated for specific gender mainstreaming activities.*  *Recommendation 4.4.1. The PMU should allocate a budget for specific gender mainstreaming activities, especially under Output 2, to ensure that women, youth, poor and disabled people can fully participate and benefit from the project activities and livelihood options provided by the project, including irrigation farming schemes. Specifically, the following gender mainstreaming activities are recommended for consideration by the PMU and RPs and inclusion in the AWPs with specific budget:*  *• Annual trainings and refreshers on gender mainstreaming for RPs and LDGs (government officers and all project related committees like wetland users, project implementing teams, GRM committees on gender mainstreaming and inclusive participation): should be provided in all project districts by the project gender team. Estimated annual budget: $40,710;*  *• Annual GBV prevention initiatives (trainings, community dialogues, monitoring and follow up meetings, workshops on referral pathway synergies, etc.): should be provided in all project districts by the project gender team. Estimated annual budget: $62,302;*  *• Gender survey on how women benefit from the livelihood options provided, what options the most beneficial for women, and what options do not produce GBV: the survey should be organized in 2022 and repeated in 2025 (or in 2027 if the project extended) to adjust current project activities and extract lessons from the project results to optimize gender mainstreaming activities in this and other projects. The PMU should consider hiring consultants for the survey. Estimated costs of 2022 and end of the project surveys together: $20,000-30,000;*  *• Additionally, specific climate-smart farming and vocational trainings and livelihood options for local women and women groups should be provided in project districts via NGOs that target gender issues, like the Resilient Women’s Organization, Uganda Youth Skill Training Organization, World Vision, and others. These women targeting trainings can be fully integrated in delivery of the Output 2 and will fully contribute to achievement of the Output 2 target indicator values. Estimated annual costs of these gender-specific activities: at least $150,000-200,000;*  *• The PMU should explore viability and potentially implement revolving and micro-loan funds activities mentioned in the GCF proposals. Such funds will allow women and women groups (as well as other disadvantaged community members) to borrow money or even receive small grants for participation in the irrigation farming schemes, benefit from them, and pay their loans backs after first yield from the irrigation farming. Additionally, such funds will allow to start a small business enterprises by women groups and other community members in the project districts. Such micro-loan project s in India and Central Asia demonstrated that women can be the most efficient managers of the funds.*  *Recommendation 4.4.2. The PMU should operationalize GRM in the project districts in 2021. It looks like the GRM structure is already in place but it is not yet functional. Local women and other vulnerable groups should be aware of the GRM and know how to submit grievances.* |
| **Conclusions and Recommendations** | |
| 71. On the “*Indicator 1.2. Total area of catchments restored, ha. End of the project target - 11,630 ha”:*  In the discussion, we agreed suggested that the target be to reduced the 5500 from 11,630ha | Agree! Corrected as the following: *Indicator 1.2. Total area of catchments restored, ha. End of the project target: 5,500 ha*  The following footnote has been added: *Based on discussions with project stakeholders the IE team suggests to decrease the end of the project target for this indicator by 50% as more realistic target for delivery.* |
| 72. Recommendation 4.2.4, the evaluators recommend that procurement should be done using UNDP system. They state that this is because Government processes take longer time. However there is evidence that the UNDP system has even taken much longer time than Government and therefore the recommendation may not be the solution for faster procurement. We propose that we instead make use of framework contracts which are procured once and we can always issue call off orders for the different services. This is a faster method of procurement. There are other shorter procurement methods in Government such as Request for Quotation(RFQ), Restricted bidding etc and these take shorter periods than what is stated in the report | We agree that procurement via UNDP can be also slow given our experience with other UNDP projects.  The following has been added to the Recommendation:  *Also, MWE, MAAIF, and UNMA can use other procurement approaches that require much less time as standard procurement: e.g., Framework Contracts, Request for Quotation(RFQ), Restricted Bidding, etc.* |
| 73. Recommendation 4.2.9, the report recommends using service providers amongst the communities instead of contractors. Of course, if we had an opportunity to head hunt for these providers we would do that unfortunately the law requires that these services be opened up for competition through the acceptable procurement methods. But we propose that the conditions should be as non-restrictive as possible to enable the local service providers compete favorably. | Actually, it was the Recommendation 4.2.6 that states that *PMU should equip the district technical staff and community groups instead of using contractors who have not been able to invest ample time on building productivity of community livelihood enterprises.* We suggest the following approaches:   * Include partners for **direct contracting** (NGOs, community group, or LDG) in the AWPs along with their proposals and approve them by the PSC during approval of each AWP. If the partners are approved by the PSC they do not require a competitive procurement process and can be directly contracted through a Responsible Party Agreement (we use this mechanism in UNDP/GEF projects); * **Grants to local communities/community groups** to implement sustainable livelihood/wetland restoration projects themselves under technical support and supervision of MWE or MAAIF; * **Direct delivery of the project activities by MWE and MAAIF** with involvement of LDGs and community groups in the wetland/catchment restoration and development of sustainbale livelihood options process.   We also added the following to the recommendation:  *If competitive procurement is unavoidable it should be as non-restrictive as possible to enable the local service providers compete with other providers.* |
| 74. Under 4.3.2, it’s a good recommendation that nominated staff dedicate all the time to GCF project but given the nature of releases and also the performance plans signed by the staff, against which they are appraised, it may not be possible to achieve that. We instead propose that two people (per institution) may be recruited on contract under the project and hosted under the different partner institutions with full dedication to project activities. The nominated staff then continue to support the project alongside their other duties. | Thank you! The following was added to the Recommendation 4.3.2:  *If that [full time involvement of GoU project staff] is not possible, it is recommended to recruit additional 1-2 staff per a RP in the PMU under GCF project funds to coordinate project related activities of MWE, MAAIF, and UNMA on the full-time involvement basis with support of the GoU seconded staff.* |
| 75. The report talks about 790 people that have so far been supported with livelihoods, it excludes 1407 people supported in April this year with piggery, improved goats and bee hives. | Thank you! Corrected as the following:  *Provided 2,197 local people with alternative livelihood options (pigs, turkeys, fish ponds, irrigation systems, etc.).* (in the Stakeholder Engagement subsection of the Project Management and Implementation section |
| 76. Finally, we believe that implementation will be much faster now that the preparatory phase ended. We have managed to procure a number of framework contracts (animals, seeds, fertilizers, fish feeds and fingerings, animal feeds), we understand communities much better, collaboration and coordination among partners is much better than the previous years, Lessons have been learnt from past mistakes and we could achieve the project targets if funds are disbursed in time. | We are very supportive to your believe and we a sure you can do that. However, we need to demonstrate the GCF (a) what we will do differently to implement the project much more effectively and (b) how we will remove/manage the barriers for the project implementation, especially delays with release of funds. All that should be reflected in the recommendations and PMU Management Response to the IE Report. So, let’s discuss the recommendations again and probably complete them with more approaches. |
| 77. Most statements seem to be repeated in the Report | Yes, we agree. As many findings contribute to different project design and implementation areas some kind of redundancy is probably unavoidable. But we can decrease it if we move reviewing tables in the project annexes if the PMU agrees. |

## Annex 11. GCF Comment- IE Response Matrix on the first version of the IE Report

**GCF comments to the FP034 Draft IE Report provide on September 24 2021 and responses by UNDP and IE Team**

**September 29 2021**

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| --- | --- | --- | --- | --- |
| **Section** | **Page** | **Comments** | **Further consideration and clarification needed from UNDP** | **Responses by UNDP/IE Team** |
| 3.3 | 8-9 | Please align the numbering of the recommendations with those in Section 4.3 | Y | Thank you! All numberings for conclusions and recommendations in the Executive Summary have been aligned in consistency with Section IV. Conclusions and Recommendations |
| 3.3 | 8 | (Recommendation 1.1) A comment about ToC is made in 4.1 section. It is recommended to align it with the GCF ToC format. | Y | Thank you! As requested we added Barriers, Assumptions, and Risks to the Annex 2. Revised Project Theory of Change. However, we recommend GCF to maintain project Impacts in the ToC diagram, including Mid-Term Impact: Reduction of Direct Threats and Long-Term Impact: Improvement of Wetland and Community Conditions and Resilience. This is in line with the GCF LORTA approach. Also, the IE team recommend to call Result in the GCF ToC template using traditional RBM term “Output” (or result under full project control). Another recommendations is to use Mid-Term and Long-Term Impacts instead of the “Goal Statement” in accordance with the RBM concept again. Last recommendation is to adopt a Conceptual Model (or Problem Tree) diagrams for situation analysis during GCF project development. It will provide more clarity for development of ToC diagrams for GCF Projects. |
| 3.3 | 8 | (Recommendation 1.1) Technically speaking, there is no need to set indicators for activities. However, it is agreed that the progress of activity needs to be tracked. | N | Thank you! Yes, the GCF project Activities are diverse and actually play roles of the project Outputs. So, it would be great to have targets for them not in the PRF, but in the project proposal. Anyway, the project team reports achievements against each Activity in the APRs. |
| 4.3 | 11 | (Evaluation Scope) The presented figure of evaluation scope is valid. However, some elements such as country ownership and gender equity are rather cross-cutting over the whole result chain from inputs to impacts. | Y | Thank you! Agree. The Gender Equity and Country Ownership were brought to cross-cutting issues balloon on the Fig.2 |
| 4.3 | 12 | (Methodology) It is very detailed and comprehensive to have many sub-criteria under one evaluation criteria. However, with evenly distributed weight over sub-criteria, there may be a risk of not accurately assessing each criterion. | Y | Thank you! Generally you are correct: each sub-criteria can have different weight to contribute to rating for each project design and implementation area. However, for this project we agreed to use simplified approach (calculation of simple average value of sub-criteria scores), see the Inception Report. Additionally, to avoid wrong scoring we verified score with the Project Team. So far, it looks like this approach worked fine for this evaluation. However, for other GCF project we can use weighted scoring. For that it would be great to discuss each sub-criteria with GCF first and agree on the weights for them. No changes have been made in the IE report on this point. |
| 4.3 | 12 | (Direct and indirect beneficiary) It is recommended to assess whether the total number of beneficiaries and indirect beneficiaries of the project has been properly calculated. | Y | Thank you! To say the truth, it was quite challenging to identify the number of direct project beneficiaries, not speaking about indirect ones… We tried to do that in the Gender Equity section of the IE Report, but we failed to figure out whom to count as a direct beneficiary. For example, a person received a turkey as a livelihood option from the project, that was absolutely incomparable with his agricultural income from wetlands. Finally, he/she ate the turkey and returned back to the wetlands for farming. Is he/she a project beneficiary? Probably not. There are number of cases like that were discovered during the IE process. So, instead we calculated a sum of the project participants (given unclear definition all of them can be counted as the “direct project beneficiaries”). The total number of the participants in 2017-2020 was 42,102 people: 16,216 women (39%) and 25,886 men (61%) respectively. However, many of these people can be counted twice or trice. Indirect project beneficiaries is even more unclear concept and we recommend avoid any calculations of indirect beneficiaries as targets for GCF projects. |
| 2.3 | 24 | (Project expected Outputs and Outcomes) In table 1 outputs and outcomes are restructured by the evaluation team. It is a good practice to revise a logic model for evaluation purpose.  Project results shall be measured and collected by its original Logic Model until any official change is made. | N | Thank you! Actually, the revised project logical framework is very close to original one. We just tried to connect the project Outputs with direct Outcomes using indicators provided in the PRF in majority of cases. |
| 2.3 | 25 | The thirds output 3 is more like outcome, not output. | Y | Thank you! We do not fully agree on that point…. Please, kindly remember that in accordance with RBM concept an Output is the project result that is under full control of the project (a direct project product and service). So, what is under our control for this part? Well, we can develop and early warning system and establish channels for distribution of this information to the local farmers, also we can train them how to use these information to plan livelihood. However, still many people from total number of persons receiving or having access to the global warnings **will not use** the early warning information for different reasons. This is not under the project full control. So, the statement “70% of target population (~3,931,690 people) in the project areas have access to early warnings and weather forecasts and use them to adjust livelihood practices” is a clear Outcome in accordance with RBM terminology… For example we can provide access to climate warnings to 5,000,000 people (project Output), but actually only 1,000,000 will use it in practice (project Outcome).  For clarity we corrected the Outcome 3 statement as following: “70% of target population (~3,931,690 people) in the project areas use provided early warnings and weather forecasts to adjust livelihood practices” |
| 3.1 | 34 | (Clarity of the project Theory of Change) Again, it is a good practice to revise a ToC and logic model for evaluation purpose. It can be a good starting point to revisit the project logic and revise its ToC and Logframe in the future. | N | Thank you! Agree. Pleas, see response to 3.3/8 above. |
| 3.1 | 35 | (SMARTness and relevance of Objective, Output and Outcome indicators) Indicator 1.2 and indicator 7.1 are meant to be different. These indicators shall be redone.  1.2 Number of males and females benefiting from the adoption of diversified, climate-resilient livelihood options (including fisheries, agriculture, tourism)   * This is the indicator of number of beneficiaries, not number of households. * They can be benefiting from various climate-resilient livelihood options (not only from climate-smart agriculture)   7.1 Use by vulnerable households, communities, businesses and public sector services of Fund-supported tools, instruments, strategies and activities to respond to climate change and variability   * should be uptake of specific tools, instruments, strategies and activities. * In the case of this project, number of farmers who have adopted and practiced the smart agriculture technique and have increased their incomes from diversified sources. (Please refer to the Annex 4 of GCF Programming Manual) | Y | Dear GCF colleagues, we respectfully disagree on this point. In terms of this particular GCF project these Indicators 1.2 and 7.2 have **absolutely same Mid-Term and End of the Project target values** and both measure **number of** **households**, not individual people (as you clarify for the Indicator 1.2). If you look at the project Results Framework in the project proposal, p. 25 you will see these:  *1.2 Number (percentage) of* ***households*** *adopting a wider variety of livelihood strategies/coping mechanisms.*  *7.1 Use by vulnerable* ***households****, communities, businesses and public sector services of Fund-supported tools, instruments, strategies and activities to respond to climate change and variability*  Indicator 7.1 is even more confusing as it mixes “households, communities, businesses and public sector”, but measure only households for this particular project (not farmers as you explained).  Additionally, we do not see clear difference between “*adopting a wider variety of livelihood strategies/coping mechanisms”* and *“use of services of Fund-supported tools, instruments, strategies and activities to respond to climate change and variability”.* It looks like both indicators calculate households that use/apply adaptation and livelihood options provided by the GCF project (climate smart agriculture, alternative income options, etc). We think this adds to the project team confusion over the indicators… The IE Team recommends the GCF to review its Program indicator and logical framework to make it crystal clear and avoid ambiguities in other projects. |
| 3.2 | 37 | (Relevance to GCF priorities) According the FP, this project contributes to GCF’s two Results Areas (Most vulnerable people and communities, Ecosystem and ecosystem services)  This project is not mitigation or cross-cutting project. | Y | Agree. We removed *“• Reduced emission from forests and land use (project Output 1)”* from the Relevance to GCF priorities sub-criterion. However, given the project wetlands and catchment restoration activities it is likely to contribute to reduction of carbon emission from forest and land use. No? |
| 3.3 | 46 | (Progress towards Results) Distinction can be made between delivery of project activities (efficiency) and achievement of outputs (effectiveness)  Progress in delivery of key sub-activities can be understood as efficiency in timely delivery  And achievement of output indicator against their targets can be assessed under effectiveness.  *Refer to the OECD DAC Evaluation Criteria:*  The primary focus of assessing effectiveness remains on establishing whether an intervention has achieved its intended results at different levels of the results chain (usually outputs and outcomes but also in some cases impacts). The results chain should be specified as part of the design of the intervention and is the key reference point for management, monitoring and evaluation. | Y | For this GCF IE we used UNDP “Guidance for undertaking Terminal Evaluations (TEs) of projects supported by the United Nations Development Programme (UNDP) with grant financing from the Global Environmental Facility (GEF), 2020. Under this Guidance the **Effectiveness** is understood as “ an extent the expected Outcomes and Objectives of the project been achieved (TE) or likely to be achieved (MTR)”. Same definition was used in the ToR for this particular IE: please, see the ToR’s ANNEX C: IE EVALUATIVE MATRIX (EVALUATION CRITERIA WITH KEY QUESTIONS, INDICATORS, SOURCES OF DATA, AND METHODOLOGY. So based on that in assessment of the project Effectiveness we focused on current progress in achievement of the project Outcomes (not Outputs that are under full project control) and likelihood of their full achievement by the end of the project. Also, under Effectiveness we tried to evaluate how likely is the project to decrease wetland degradation rate in Uganda (Mid-Term Impact, or Objective) as the key direct threat to wetland capacity to protect communities form effects of climate change.  For evaluation of the project Efficiency we were guided by the UNDP TE Guidance 2020 again under which the **Efficiency** is understood as “an extent to what a project implemented efficiently, in line with international and national norms and standards”. So, we focused on delivery of the project Outputs (direct project goods and services) and delivery of the project budget as the key criteria of Efficiency.  Lastly, under the **Project Progress towards Results**, we focused on implementation of the project Activities.  To say the truth, we recommend the GCF to avoid the use of Effectiveness, Efficiency and Progress towards results areas together in mid-term reviews, as these areas are intersecting and partially repetitive. For example, in MTRs UNDP use only Progress towards Results, but for TEs it uses Effectiveness and Efficiency. So, we recommend GCF to use only Progress towards Results for MTR evaluations. Under this section you can review all aspects of the project progress to results: Activities, Outputs, Outcomes, and Impacts. |
| 3.4 | 55 | (M&E system) It would be beneficial to check if there is any quality assuring mechanism on project outputs and outcomes. e.g.) ISO standard, government accreditations, international certificates, etc. | Y | The IE team did not find any ISO standard, government accreditations, international certificates applied as a quality assurance mechanisms for the project. The only quality assurance the project used was a QA Review process annually conducted by UNDP. But we agree, that use of the standards you mentioned would be very beneficial for quality and sustainability of the project results. Let’s discuss how we can apply them for the project in Uganda. |
| 4.1 | 95 | (Output 1) Revised output indicators 1.1 & 1.2 seem to be fine. Please make sure that the definitions of ‘wetlands’ and ‘catchments’ will be clearly made and agreed with all the stakeholders; and that they can be measured with proper MoVs (means of verification). | N | Thank you! This is a very good advice. Let’s discuss that with the project team. Ideally such definitions should be applied for relevant project indicators. |
| 4.1 | 95 | (Outcome 1) It is recommended to move this outcome to impact level. The proposed outcome 1 can fall under GCF impact 4, which is Ecosystems and ecosystem services, and its following indicator can correspond with GCF impact indicator 4.1.  Also, please provide the rationale for suggesting 65,000 ha. Any benchmark used to derive that figure? | Y | So, to recommend the Outcome 1 we used the following logic:  Output 1 (direct project products and services): wetlands and catchment restored, demarcated, and LDGs and communities are trained in sustainbale wetland and catchment management. All under the project control! That logically leads to the project Outcome:  Outcome 1. Increased area under sustainable wetland and catchment management. That is not under full project control and depends a lot on the attitude and behavior of LDGs and local communities. That is in accordance to Outcome definition (behavioral or capacity change). That logically leads to the Mid-Term Impact in cooperation with Outcome 2:  Mid-Term Impact: Decreased wetland conversion rate in the project districts. And finally, that logically leads to:  Long-Term Impact: Stabilized/Increased area of healthy wetlands and forest cover in the project districts.  That was our logic driven by RBM concept. However, fill free to use the Outcome 1 at the GCF Impact level if it fits your logical model.  In regards of the target value for suggested Outcome 1 - 65,000 ha we applied the following assumption: It is very likely that not all 76,000 ha of wetlands and catchment restored by the project will be managed sustainably after the project is over. So, we decreased that area to 65,000 ha as more realistic but still ambitious enough. Of course this is only a recommendation, and GCF can discuss final target value for Outcome 1 (or GCF Impact 1) with the project team. |
| 4.1 | 96 | (Output 2) Since increased mindset/capacity leads to behavior changes, it is recommended to reformulate the output as ‘increased capacity of beneficiaries on climate-smart agriculture and alternative livelihood options outside wetlands. Then, agricultural practices can be improved as the result of behavior change.  The proposed indicator 2.1 seems good. | Y | Thank you, agree! We added revised Output 2 in the Recommendation 4.1.1 as the following:  *Output 2. Increased capacity of local communities on climate-smart agriculture and alternative livelihood options outside wetlands.* |
| 4.1 | 96 | (Outcome 2) The proposed outcome 2 is relevant because it is a logical consequence of output 2, and it matches with GCF Project/programme outcomes 7.  Regarding outcome indicators, it is recommended to have one core outcome indicator. Indicator 2a will better fit outcome 2, and indicator 2b may be covered by GCF impact indicator 4.1 and be measured at impact level.  Also, it is recommended to reformulate the indicator 2a as per the guidance from the GCF Programming Manual (GCF outcome indicator 7.1). | Y | Exactly! Thank you! It looks like suggested Outcome 2 is a logical result of the revised Output 2 above (4.1/96).  In case of Indicators 2.a and 2.b we tried to be as much consistent as possible with current GCF project indicators. And it seems the target for indicator 2.b (total area under climate-smart agriculture and agro-forestry) is very important target for the project. We would definitely recommend to keep it. However, the final decision on that is on the Project Team and GCF.  However, we find the GCF Indicator 7.1 *Use by vulnerable households, communities, businesses and public sector services of Fund-supported tools, instruments, strategies and activities to respond to climate change and variability* to be quite confusing (please, see the point 3.1/35 above). But we are ready to discuss this point further with GCF. |
| 97 | (Output 3) It is recommended to remove output 3.1 indicator because it is the consequence of installed early warning system. It can be measured by outcome 3 indicator which is corresponding GCF outcome indicator 7.2.  Output indicator 3.2 is fine. | Y | We think that both suggested indicators for Output 3 are important for the project:  Indicator 3.1 – demonstrate total number of people that the project provided with access to early warning system (through establishment of AWSs network, development of forecast system, and development of forecast broadcast system);  Indicator 3.2 – is total number of AWS and AWLS installed in the project districts…  On our view Indicator 3.1 is even more important than Indicator 3.2, as it is a basis for achievement of Outcome 3 below.  Also, please note that original *Project Outcome Indicator 7.2 Number of males and females reached by [or total geographic coverage of] climate-related early warning systems and other risk reduction measures established/ strengthened* by RBM definition is an Output (direct project product and service). What we suggest in the table under Recommendation 4.1.1. is to develop a strong logical framework for the project to avoid repetition and incorrect logical elements. |
| 4.1 | 97 | (Outcome 3) The reformulation of the outcome 3 is well noted. However, the description looks more like an indicator. It is recommended to restate it as ‘strengthened early warning system for climate-smart livelihood options.’ Under the GCF Results Management Framework, it can also fall into GCF Project/programme outcomes 7.  Outcome indicator 3 seems fine. | Y | Thank you! Logically suggested Outcome 3 is a direct result of the project Output 3. That is what project is going to achieve: so the local farmers will not just receive early warnings but actually apply them for livelihood strategies. In this case their resilience to climate change effects will increase.  As we mentioned above the Project Outcome Indicator 7.2 is an Output Indicator, not Outcome. |
| 97 | (Impact) Project impacts shall be identified among GCF results area based on the changes that the project is aiming to achieve. It is marked on GCF Results of ‘Most vulnerable people and communities’ and ‘Ecosystem and ecosystem services’ in the Funding Proposal. In its logical framework in FP, GCF impact indicators of A4.1, A4.2, A1.2, A1.4 are presented, and APR of UNDP also includes them.  With the proposed revision of output, outcome and their indicators in this evaluation report, it is recommended for evaluation team to review the GCF Logic Framework of the project (maybe not PRF that has SDG and mandatory UNDP indicators) and then to propose its reformulation according to the GCF Results Management Framework. In this way, it could reduce unnecessary confusion on the result structure.    For example, here are some recommendations from GCF based on the findings of the report:   1. It is correct that GCF impact indicator 1.2 and GCF outcome indicator 7.1 should be different as the evaluation report pointed out. 2. ‘Increased area under sustainable wetland and catchment management’ is proposed as to be Outcome 1 by the evaluation team because there is no outcome directly responding to output 1. However, under the GCF Results Management Framework, that result goes for impact level, not outcome. 3. In the similar manner, outcome 2 & 3 revised by the evaluation team shall fall under the same outcome category of GCF outcome A.7. 4. Restructuring on project outputs and their indicators could be easily accepted because there are no mandatory results or indicators for them. | Y | Dear GCF colleagues, as you know the wetland conversion rate in Uganda is very high and this is the key threat for results of your project. That is why we suggested this Impact indicator for your consideration and careful monitoring. Otherwise, you run into a serious risk that all the wetlands your restored using $40 mln will actually result in zero (or even negative) wetland area net gain, because of high conversion rate of the same wetlands in the areas not covered by the project activities. This rate should be addressed first of all and decreased to 0 ha/year ideally if you want to achieve planned wetland restoration effect and contribute to NDP III in Uganda. And there are ways to do that we reflected in the recommendations. But once again, the final decision is up to you and the Project Team.  Also, under recommendation 4.1.1 we tried to suggest you strong project logic that is maximally close to your current PRF and indicators. As we noted above some of the GCF Impact and Outcome indicators are not in consistency with RBM concept and ideally need to be revised.  However, the IE team is open for discussion with GCF on the project logframe revision. |
| 4.2 | 98~99 | Recommendations are very relevant, but the proposed timeline should be changed reflecting the reality. | Y | Thank you! The recommended dates to implement the Recommendations were discussed with the Project Team and adjusted to reflect realistic timelines. |
| 100 | (Recommendation 4.2.9) It may work in linking between dairy production, piggery production and wetland conservation, but it is recommended to go through a pilot test before wide application. | Y | Thank you, agree! The following has been added to the Rec. 4.2.9:  *However, before wide application of these livelihood options we recommend to test their effect on wetlands and catchments in limited area* |
| 100 | (Recommendation 4.2.9) The recommendation on MAAIF and partners to pay more attention to the development of alternative livelihood options in Eastern Uganda where the main income of local communities is generated from rice farming in wetlands is very critical.  This is a clear reason why multidimensional situation/problem analysis should be conducted at the project designing stage. Those barriers or risks against alternative livelihood options should have been identified. | N | Thank you! We fully agree. Let’s discuss it with the Project Team together. |
| Annex 2 | 103 | (Updated Project Theory of Change) It is a very good practice that the evaluation team updated the ToC of the project for the evaluation purpose. It would be much appreciated if the evaluation team could reformulate the ToC according to the GCF ToC template. (It can be found in the GCF Programming Manual) | Y | Addressed. Please see point 3.3/8 above. |
| Annex 4~5 | 105~119 | (Personally Identifiable Information) If this report will go for publication, PII may need to be taken out according the institute’s protocols. | Y | The Report will be reviewed and edited by UNDP HQ before publishing to make sure the PII issue is addressed in accordance with UN standards. |

1. Introduced by the IE team based on the GCF Impact, Outcome, and Output Indicators in the PRF. [↑](#footnote-ref-1)
2. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version; OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-2)
3. The IE team could not obtain estimates of wetlands area in the project regions in 2020: MWE has not provided any data for the IE mission in a response to UNDP request. [↑](#footnote-ref-3)
4. Numbering of the conclusions and recommendations in the Executive Summary is the same as numbering in the Section IV Conclusions and Recommendations [↑](#footnote-ref-4)
5. Given the limited project budget, the IE team understand that demarcation of all target wetlands in the project districts (2,889 km², data of 2008) may not be possible. [↑](#footnote-ref-5)
6. The IE team recommends to attach an annex to the main report with a table to demonstrate a progress against Activity targets for each project district and another annex (in Excel) to show project expenses by districts against the Activities. [↑](#footnote-ref-6)
7. UNDP-GEF Directorate 2014. Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects. [↑](#footnote-ref-7)
8. Guidance of the UNDP Project Design Stage Quality Assurance Assessment Form will be applied [↑](#footnote-ref-8)
9. Kozlova, S., Paltsyn, M., Mathiason, J. 2016. Tools for Theory of Change Analysis of Environmental Programs. International Conference Evaluation 2016, October 24-29, Atlanta, GA, USA. <http://comm.eval.org/viewdocument/tools-for-theory-of-change-analysis> [↑](#footnote-ref-9)
10. http://www.thegef.org/gef/sites/thegef.org/files/documents/M2\_ROtI%20Handbook.pdf [↑](#footnote-ref-10)
11. Specific, Measurable, Achievable, Relevant, and Time-bound [↑](#footnote-ref-11)
12. Will be evaluated along requirements of the UNDP Project Implementation Stage Quality Assurance Assessment Form [↑](#footnote-ref-12)
13. Ibid [↑](#footnote-ref-13)
14. Ibid [↑](#footnote-ref-14)
15. Ibid [↑](#footnote-ref-15)
16. Will be evaluated along requirements of the UNDP Project Implementation Stage Quality Assurance Assessment Form [↑](#footnote-ref-16)
17. Ibid [↑](#footnote-ref-17)
18. Will be evaluated along requirements of the UNDP Project Implementation Stage Quality Assurance Assessment Form [↑](#footnote-ref-18)
19. The IE will use following UNDP definition of innovation: “Innovation for development is about identifying more effective solutions that add value for the people affected by development challenges – people and their governments, our users and clients” (UNDP 2017). The IE will consider any new for Uganda (or globally) technology and approaches introduced by the project as innovations. [↑](#footnote-ref-19)
20. In person focus groups will be organized in full accordance to government requirements for meetings in the situation of COVID-19 pandemic [↑](#footnote-ref-20)
21. Based on discussion with the Project Technical Advisor and PMU, the IE team will select project districts for visits based on the district performance rating (best, medium, and worst performing districts) (see Annex 3). So, potentially the National Consultant will visit 3-4 “best”, 3 “medium” and 3 “worst” performing project districts. [↑](#footnote-ref-21)
22. Kakuru, Willy, Nelson Turyahabwe, and Johnny Mugisha, Total Economic Value of Wetlands Products and Services in Uganda, The Scientific World Journal, Volume 2013 (2013) [↑](#footnote-ref-22)
23. Second National Communication, Uganda (2014) [↑](#footnote-ref-23)
24. GCF 2020. Updated Strategic Plan for the Green Climate Fund: 2020-2023, pp. 2-3 [↑](#footnote-ref-24)
25. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version;

    OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-25)
26. As Outcome for Output 1 is missing in the project proposal it was suggested by the IE team [↑](#footnote-ref-26)
27. Based on average household size of 4.7 people (UBOS 2014) [↑](#footnote-ref-27)
28. This is an original Output Indicator for the Output 2, however, this is a clear Outcome (a result that is not under full project control) in accordance with RBM concept. [↑](#footnote-ref-28)
29. Outcome Indicator 7.1 and Fund Level Impact Indicator 1.2 in the PRF [↑](#footnote-ref-29)
30. Fund Level Impact Indicator 1.4 in the PRF. [↑](#footnote-ref-30)
31. Fund Level Impact Indicator 4.2 in the PRF. [↑](#footnote-ref-31)
32. GCF Outcome Indicator 7.2 in the PRF. The target indicator values is inconsistent with the Output 3 Indicator. [↑](#footnote-ref-32)
33. Number of project districts was increased from 16 to 24 because some of original districts were subdivided in smaller ones in 2017-2019. [↑](#footnote-ref-33)
34. Annex II: Feasibility Assessment for the GCF Proposal [↑](#footnote-ref-34)
35. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version; OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-35)
36. UNDP 2016. Social and Environmental Screening Procedure. [↑](#footnote-ref-36)
37. Annex II: Feasibility Assessment for the GCF Proposal [↑](#footnote-ref-37)
38. According to UNDP 2016. Social and Environmental Screening Procedure it should be rated as Moderate [↑](#footnote-ref-38)
39. Annex II: Feasibility Assessment for the GCF Proposal [↑](#footnote-ref-39)
40. Annex II: Feasibility Assessment for the GCF Proposal, p. 61; Project Results Framework of the project document, pp. 24-26 [↑](#footnote-ref-40)
41. OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-41)
42. The funding available for wetland restoration in Uganda in 2014-2018 was US$72,392 only [↑](#footnote-ref-42)
43. OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-43)
44. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version; OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-44)
45. UNDP 2009. Handbook on Planning, Monitoring and Evaluating for Development Results. [↑](#footnote-ref-45)
46. GoU (2016). Second National Development Plan (NDPII) 2015-2020. [↑](#footnote-ref-46)
47. MWE Ministerial Policy Statements (2015/16-2017/18); Public Investment Plan 2015/16-2017/18 [↑](#footnote-ref-47)
48. Ministry of Agriculture, Animal Industry and Fisheries 2018. National Adaptation Plan for the Agricultural Sector [↑](#footnote-ref-48)
49. MWE 2015. Uganda’s Intended Nationally Determined Contribution (INDC) [↑](#footnote-ref-49)
50. GCF 2020. Updated Strategic Plan for the Green Climate Fund: 2020-2023, pp. 2-3 [↑](#footnote-ref-50)
51. GCF 2020. Updated Strategic Plan for the Green Climate Fund: 2020-2023, p.7 [↑](#footnote-ref-51)
52. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version; OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-52)
53. J.M. Puhalla 2009. LAND USE AND AGRICULTURAL INTENSIFICATION IN MUGANDU WETLAND, KABALE DISTRICT, UGANDA [↑](#footnote-ref-53)
54. Project Outcomes are formulated by the IE team based on the updated ToC and review of the PRF [↑](#footnote-ref-54)
55. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version; OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-55)
56. The IE team could not obtain estimates of wetlands area in the project regions in 2020: MWE has not provided any data for the IE mission in a response to UNDP request. [↑](#footnote-ref-56)
57. The Outcomes are introduced by the IE based on the updated ToC for the Project (Annex 2. Updated ToC for the GCF project) [↑](#footnote-ref-57)
58. Wetland restoration rate of 2020 [↑](#footnote-ref-58)
59. Catchment restoration rate of 2020 [↑](#footnote-ref-59)
60. Calculated without potential replication factor (e.g., farmers start to use the project models themselves without direct project investments) [↑](#footnote-ref-60)
61. Rate of increase in households practicing climate-smart agriculture and alternative livelihood from 2019 to 2020 [↑](#footnote-ref-61)
62. Calculated without potential replication factor (e.g., farmers start to use the project models themselves without direct project investments) [↑](#footnote-ref-62)
63. Rate of increase for 2020 [↑](#footnote-ref-63)
64. The situation of local resistance to restore wetlands encouraged by politicians is present also in other districts and that slows down the project implementation. [↑](#footnote-ref-64)
65. Another reason for uncoordinated delivery of the Outputs 1 and 2 is systematic delays in funds disbursement from UNDP to RPs: as soon as the funds finally released every RP rushes to implement the project activities in the remaining time (mainly in Q3 and Q4 each year) and that contributes to insufficient coordination. [↑](#footnote-ref-65)
66. The pond fencing is going to be installed in September 2021 by MAAIF [↑](#footnote-ref-66)
67. The bigger pump for small scale irrigation in Ngora is currently under procurement by MAAIF [↑](#footnote-ref-67)
68. Actual Output delivery can be even lower than was shown by the project APRs: for example, only in Sheema and Pallisa districts all project Outputs were delivered more than 50% of expected by the Mid-Term, however, in majority of the project districts Output delivery varies from 5% (e.g., in Kanungu, Rubirizi, Butaleja, Budaka, Tororo, Kumi, Ngora) to 25% (e.g., in Kabale, Ntugamo, Mitooma, Namutumba) of planned by the Mid-Term. [↑](#footnote-ref-68)
69. These estimates were done based on progress against Activities for each Output via comparison of planned values in AWPs and reported values in APRs. [↑](#footnote-ref-69)
70. With an assumption that all restored and demarcated wetlands and catchments are not re-encroached again and managed sustainably. We have no data on actual area of sustainably managed wetlands as a result of the project. [↑](#footnote-ref-70)
71. It is likely that actual achievement of the Outcome 2 by the Mid-Term is even lower due to returning of some community members to agriculture in the wetlands. [↑](#footnote-ref-71)
72. Our estimates based on the project Annual Work Plans 2017-2021, because target for 2019 was unclear. [↑](#footnote-ref-72)
73. With assumption that restored and demarcated wetlands and catchments are not re-encroached and degraded again [↑](#footnote-ref-73)
74. Actual number of HH practicing climate-smart agriculture outside of wetlands and using alternative sources of income may be significantly low due to returning of some household to traditional agriculture in the wetlands again [↑](#footnote-ref-74)
75. Actually this is an Outcome indicator as this result is not under the project full control [↑](#footnote-ref-75)
76. Calculated as 1,145HH \*2.44 women based on APR 2020 data [↑](#footnote-ref-76)
77. This Output indicator is actually the same as the Outcome 3 indicator, but difference between the indicators values is confusing as they should have same values. [↑](#footnote-ref-77)
78. The PMU states that the AWPs 2017-2020 all were signed by the Director of Environmental Affairs, MWE. The requirement about the signing of the project AWPs by the Permanent Secretary was communicated by UNDP CO only in 2021 [↑](#footnote-ref-78)
79. Actual number of farmers practicing climate-smart agriculture and alternative income options may be significantly lower due to return of some of them to traditional agriculture in wetlands [↑](#footnote-ref-79)
80. Section VIII Management Arrangements of the prodoc; Annex 12: Terms of Reference for the Project Staff [↑](#footnote-ref-80)
81. APR 2019 [↑](#footnote-ref-81)
82. APR 2018 [↑](#footnote-ref-82)
83. It should be noted that UNDP CO has a good a great database of qualified consultants [↑](#footnote-ref-83)
84. Currently all MoUs between the MWE, MAAIF, and UNMA are signed [↑](#footnote-ref-84)
85. Actual number of farmers practicing climate-smart agriculture and alternative income options may be significantly lower due to return of some of them to traditional agriculture in wetlands [↑](#footnote-ref-85)
86. BTOR South Western Uganda. Mission Dates: 18-24 April 2021 [↑](#footnote-ref-86)
87. Ministry of Agriculture, Animal Industry and Fisheries 2018. National Adaptation Plan for the Agricultural Sector [↑](#footnote-ref-87)
88. MWE 2015. Uganda’s Intended Nationally Determined Contribution (INDC) [↑](#footnote-ref-88)
89. Acidri, 2014. Women’s Rights to Land Ownership in Uganda: Policy and Practice. Critical Social Thinking, Vol. 6, 2014. [↑](#footnote-ref-89)
90. BTOR South Western Uganda. Mission Dates: 18-24 April 2021 [↑](#footnote-ref-90)
91. Field Monitoring Report, February 2021 [↑](#footnote-ref-91)
92. Field Monitoring Report, February 2021 [↑](#footnote-ref-92)
93. Introduced by the IE team based on the GCF Impact, Outcome, and Output Indicators in the PRF. [↑](#footnote-ref-93)
94. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version; OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-94)
95. The IE team could not obtain estimates of wetlands area in the project regions in 2020: MWE has not provided any data for the IE mission in a response to UNDP request. [↑](#footnote-ref-95)
96. Based on discussions with project stakeholders the IE team suggests to decrease the end of the project target for this indicator by 50% as more realistic target for delivery. [↑](#footnote-ref-96)
97. Actually, this is an Output indicator as it is under full project control and it repeats Output 1 Indicator 1.1. [↑](#footnote-ref-97)
98. It is very likely that not all 76,000 ha of wetlands and catchment restored by the project will be managed sustainably. [↑](#footnote-ref-98)
99. This Indicator has a target to achieve 100% of income increase for 50,500 households by the end of the project and have a mid-term value of 60% without any number of households. Actually, this is an Outcome indicator as the income of local households is not under full project control. So, it is confusing and difficult to measure. [↑](#footnote-ref-99)
100. This indicator is confusing as it measures both number of households and number of women involved in the project [↑](#footnote-ref-100)
101. Calculated based on 11,200 targeted households for original Indicator 2.2 and average household size of 4.7 people (UBOS 2014). This target is much lower than 50,500 or 75,000 HH, but much more realistic as each livelihood option and trainings should be provided in sufficient quantity and quality and may take quite significant expenses. [↑](#footnote-ref-101)
102. In the framework of this particular project this is Outcome Indicator, not Impact. End of the project target is 75,000 households that is not consistent with Output 2 original indicators (50,500 households). [↑](#footnote-ref-102)
103. In the framework of this particular project this is Outcome Indicator, not Impact [↑](#footnote-ref-103)
104. 90% of trained and provided with livelihood options people under Output 2. It is very likely that not all trained and provided with livelihood options people and households will practice climate-smart agriculture and alternative sources of income. [↑](#footnote-ref-104)
105. This target is realistic to achieve if it includes irrigation farming and agro-forestry. [↑](#footnote-ref-105)
106. [↑](#footnote-ref-106)
107. This value is consistent with 60% of population in the project district (~3,900,000 people) and more realistic given the project progress. [↑](#footnote-ref-107)
108. This is an Output, not Outcome Indicator, as it is under full project control. Also, it is the same as original Output Indicator 3.2 [↑](#footnote-ref-108)
109. 60% of people with access to early warnings information under Output 3. It is unlikely that all people who receive the warnings will use them to adjust their livelihood options. [↑](#footnote-ref-109)
110. Can be measured based on the assessment of the total area of undegraded wetlands in the project regions in 2021 and 2025, in comparison with wetland degradation trends in 1994-2008 and 2008-2015. [↑](#footnote-ref-110)
111. These estimates were done based on progress against Activities for each Output via comparison of planned values in AWPs and reported values in APRs. [↑](#footnote-ref-111)
112. Given the limited project budget, the IE team understand that demarcation of all target wetlands in the project districts (2,889 km², data of 2008) may not be possible [↑](#footnote-ref-112)
113. The IE team recommends to attach an annex to the main report with a table to demonstrate a progress against Activity targets for each project district and another annex (in Excel) to show project expenses by districts against the Activities. [↑](#footnote-ref-113)
114. Government of Uganda 2016. Uganda Wetlands Atlas. Volume 2. Popular Version;

     OAG 2018. A Value For Money Audit Report on the Management of Wetlands in Uganda by the Wetlands Management Department (WMD) under the Ministry of Water and Environment (MWE) [↑](#footnote-ref-114)