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Final Report:

Midterm Evaluation (MTE) of the project 'Restoration of Wetlands and Associated Catchments in Eastern Uganda'

Report

Submitted to UNDP Country Office, Uganda

December 2023

<i>UNDP Project ID:</i>	00126785
<i>Country:</i>	Uganda
<i>Region:</i>	Africa
<i>Executing Agency:</i>	United Nations Development Agency
<i>Mid-Term Evaluation Time Frame</i>	<i>Project Implementation Period Evaluated: February 2021 to September 2023</i> <i>Evaluation Period: July 2023 to October 2023</i>
<i>Other Partners involved:</i>	<i>Ministry of Water and Environment, Uganda</i> <i>District Local Governments of Butaleja, Budaka, Kibuku, Namutumba and Kaliro districts, Uganda</i>

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Disclaimer

Please note that the analysis and recommendations of this report do not necessarily reflect the views of the United Nations Development Programme (UNDP), its Executive Board, or the United Nations Member States. This publication reflects the views of its authors.

Acknowledgments

The authors wish to thank UNDP CO, the project team for the 'Restoration of Wetlands and Associated Catchments in Eastern Uganda' Project for the assistance and information provided during the mid-term Evaluation.

LIST OF ACRONYMS

ADA	Austrian Development Agency
CBO	Community-Based Organisation
CO	Country Office
CPAP	Country Programme Action Plan
DLG	District Local Government
ECOTRUST - Uganda	The Environmental Conservation Trust of Uganda
EOP	End of Project
ESS	Environment and Social Screening
GCF	Green Climate Fund
GIS	Geographical Information System
GoU	Government of Uganda
Ha	Hectare
HQ	Head Quarters
KM	Kilo Meters
Log Frame	Logical Framework
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoWE	Ministry of Water and Environment
MTE	Mid Term Evaluation
MWE	Ministry of Water and Environment
NGO	Non-Government Organisation
PB	Project Board
PMU	Project Management Unit
ProDoc	Project Document
PTC	Project Technical Committee
PV	Photovoltaic (Solar)
RFP	Request for Proposal
SC, S/C	Sub County
TBD	To be Decided
ToR	Terms of Reference
TOT	Training of Trainers
UNDP	United Nations Development Programme
Yr.	Year

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1. EXECUTIVE SUMMARY

Table 1: Project Information Table

Project Title	Restoration of Wetlands and Associated Catchments in Eastern Uganda			
			Funding (Euro)	Funding realized till MTE (USD)
UNDP Project ID:	00126785	ADA financing	1,900,000	856,974
Country:	Uganda	UNDP	211,110	00
Region:	Africa	Total co-financing:	- 211,110	00
Executing Agency:	United Nations Development Programme (UNDP)	Total for the Project:	2,111,110	856,974
Other Partners involved:	Ministry of Water and Environment, District Local Government of Butaleja, Budaka, Kibuku, Namutumba and Kaliro districts.	Project Start date (ProDoc Signature)	February 2021	
		(Planned closing date)	December 2023	

1.1 Introduction and a brief description of the project

The project is aimed at supporting the Government of Uganda to restore wetlands and associated catchments in selected districts of Uganda, by promoting catchment-based integrated, equitable, and sustainable management of wetlands resources while improving the livelihood of wetland-dependent communities. The project is funded by the Austrian Development Agency (ADA). The project is intended to complement the GCF-funded wetland restoration project, whose goal is to “restore and sustainably manage wetlands and support target communities in wetlands areas of Uganda to reduce the risk of climate change posed to agricultural-based livelihoods.”

The GCF-funded project is being implemented in 12 districts within Mpologoma catchment, in Kyoga Water Management Zone in Eastern Uganda. However, the ADA-funded project being evaluated is restricted to 5 districts, namely Budaka, Butaleja, Butebo, Kibuku, and Namutumba. These five districts overlap with the GCF-supported wetland restoration project. However, the wetlands where the interventions are planned on the ground are different for the two projects. The implementation period of the project is three years. The official start date of the project is Feb 2021 (date of signature of the Project Document), however, actual implementation of the project started much later in August 2021, with the inception meeting of the project. The planned end date of the project is Dec 2023. The project is being implemented by UNDP following the ‘Direct Implementation Modality’.

As per the monitoring and evaluation requirements, as provided in the project design (Project Document), UNDP CO has retained the services of a team of two independent evaluators (one international consultant and one national consultant) to carry out Mid Term Evaluation (MTE) of the project. MTE of the project has been carried out by the evaluation team as per the ToR and as per the guidelines of UNDP to carry out the MTE of the projects supported by it. The limitations of the MTE include the fact that MTE is being carried out very close to the end of the project implementation, due to which some of the requirements of the guidelines for MTE have only limited utility. The methodology used comprised of desk review of the project-related documents and field mission (including discussions with selected stakeholders of the project). This report provides the findings of the MTE, a summary of which is given in this chapter of the report.

Table 2 below provides the Project Objectives and the summary of different Outputs and the planned outcomes of the project. The Table also provides the indicators to monitor and verify the achievement of the planned Objectives of the project along with the status at MTE. There were no changes in the results framework of the project, at the time of project inception. One of the issues with the results frame work of the project is the unrealistic and non-achievable targets against indicators 2.1a and 2.1b.

The estimated population of the five districts is about 1.1 million. Considering that the geographical area within the projects were the project is being implemented may only be about 5 to 7 percent of the total area, the population in the geographical area where the project is being implemented would be of the order of 75,000. Even if the entire population living in the project area gets the direct benefit, the number of households getting the direct benefit would be about 6 to 7 thousand. Further, as per the project document, the resources allocated for the activities for improved agricultural practices and alternative livelihood options in the wetland and associated catchment areas is Euro 838,960. This works out to Euro 12.7 per household which is grossly insufficient.

Table 2: Project Results Framework and Achievements at MTE¹

EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE		TARGETS				Status of Indicator at MTE and Rating
		Value	Year	Yr. 1	Yr. 2	Yr. 3	EOP ²	
Project Objective:	Enhanced resilience of communities and wetland and associated catchment ecosystems in selected Districts of River Mpologoma Catchment							
Output 1: Degraded Wetlands, natural grasslands and associated catchments restored and or rehabilitated and intact wetlands protected	1.1 Area (Ha) of degraded wetlands restored	0	2020	1,341	4,706	658	6,705	Moderately Satisfactory. Demarcation of 117 KM (2234 Ha of degraded wetland restored). By EOP, achievement is likely to fall short of the target. Further, the demarcation and restoration of degraded wetlands in one of the districts is yet to be done
	1.2 Area (Ha) of degraded catchment restored and/or rehabilitated	0	2020	605	606	211	1,422	Moderately Satisfactory. Plantation of 90,000 trees has been done. Apart from plantation (survival rate is not known), no other planned activity (e.g., development of management plans) could be carried out for restoration of the catchment areas
	1.3 Number of intact wetlands protected	0	2020	2 wetlands	3 wetlands	0	5 wetlands	Moderately Satisfactory. Although, the demarcation of wetlands has been carried out. There are no specific activities for the protection of wetlands. Further, although the work for the protection of wetlands has been carried out in 5 wetlands, it did not include all the activities envisaged in the project design. E.g., at the time of MTE activity 1.4 was under implementation. Also, the work being carried out under activity 1.4 is not what was originally

¹ The Results Framework is based on the project document.

² EOP = End of Project

EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE		TARGETS				Status of Indicator at MTE and Rating
		Value	Year	Yr. 1	Yr. 2	Yr. 3	EOP ²	
								envisaged in the project design.
Output 2: Improved agricultural practices and alternative livelihood options in the wetland catchment	2.1(a) Number of household heads disaggregated by sex and social determinants (age, disability) benefiting from agricultural incomes in the project sites	TBD	2020	11,000 (At least 30% women)	11,000	11,000 ³	33,000 household heads	Unsatisfactory. At MTE, the only credible achievement under this indicator is the creation of a market kiosk to help the farmers sell their farm produce. There is no achievement as far as increasing the farm income (due to the use of micro irrigation systems and use of high yield varieties etc.) of the farmers is concerned. Lack of performance of the project against this indicator is firstly due to absence of required work for promoting climate resilient agriculture practices and secondly due to unrealistic and non-achievable target
	2.1 (b) Number of household heads disaggregated by sex and social determinants (age, disability) that are benefiting from alternative livelihoods introduced by the project			11,000	11,000	11,000 ⁴	33,000 household heads	Unsatisfactory The work under this indicator got severely delayed. At the time of MTE orders were placed/ were being placed for supporting the community members for different means of livelihood. Completion of ongoing pilots for alternative means of livelihood is likely only in case an extension for implementation of the project is provided. Even completion of the planned pilots will not lead to the achievement of the target for this indicator, as the targets are unrealistic and non-achievable.
	2.2 Percentage of women who benefit/have control of livelihood interventions such as water and household incomes in the project sites.	TBD	2020	50% of people involved are women	50% of people involved are women	0	50% of people involved are women	Moderately Unsatisfactory As per the project team, the groups formed for livelihood activities have 35.48% women. At MTE there is no actual benefits livelihood interventions.

³ The results framework in the project document has provided the figure of 22,000 and 33,000 respectively for Yr. 2 and Yr. 3. It seems the figures are cumulative for the end of the project. In line with the method used for the targets for the other indicators, at MTE, the figures have been provided for the year.

⁴ The results framework in the Project Document has not provided any figure. It seems it was just an oversight. At MTE this figure has been inserted

EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE		TARGETS				Status of Indicator at MTE and Rating
		Value	Year	Yr. 1	Yr. 2	Yr. 3	EOP ²	
Output 3⁵: Knowledge Management and Communication								Moderately Unsatisfactory. The project prepared a strategy and communication plan. However, the provisions in the plan did not get implemented. At the time of MTE, the work under Output 3 was the ongoing MTE of the project was ongoing. MTE being carried out is very much delayed

1.2 MTE Ratings & Achievement Summary Table

The following Table provides a summary of the ratings for;

- Progress towards Results
- Project Objectives
- Implementation and Adaptive Management
- Sustainability

Table 3: Mid-term Evaluation ratings and achievements summary

Measure		MTE Rating ⁶	Achievement Description
Project Strategy		Not Rated	<p>The project design apart from restoration of degraded wetlands and the associated catchment areas, has provided for sustainability of the restored wetlands by way of promotion of enhanced food/income; promoting alternate (alternate of agriculture) means of livelihood; provision for payments for environment services (carbon credits in the voluntary carbon markets) for carbon sequestration due to plantation in the catchment areas.</p> <p>The strategy is sound enough, except for the carbon credits part of it. The project design did not provide any assessment regarding the extent of revenue that is planned to be realized due to the sale of carbon credits, further, there was no formal or informal commitment to the sale of carbon credits. As is known there are a lot of uncertainties regarding carbon credits (more so for the carbon credits due to sequestration or 'land use land use change' kind of activities)</p>
Progress towards results	Project Objectives	Moderately Unsatisfactory	<p>As MTE implementation of some of the planned activities under the project could not be started. Further, the implementation of some of the activities is very much delayed and completion of the implementation is unlikely to the planned level.</p> <p>The objective of the project is the restoration of degraded wetlands and catchment areas. The sustainability of the restored</p>

⁵ The 'Results Framework' as given in the 'Project Document' has not included Output 3. At MTE, Output 3 has been included in the 'Results Framework' based on the text in the Project Document

⁶ HS: Highly Satisfactory, S: Satisfactory, MS: Moderately Satisfactory, MU: Moderately Unsatisfactory, U: Unsatisfactory, HU: Highly Unsatisfactory, L: Likely, ML: Moderately Likely, MU: Moderately Unlikely, U: Unlikely, NR: Not Rated

Measure		MTE Rating ⁶	Achievement Description
			<p>wetlands is to be supported by way of payments for carbon credits; enhancing the resilience of communities through enhanced food production and alternate means of livelihood. While Output 1 of the project is focused on the restoration part of the project and carbon credits, Output 2 is focused on enhancing the resilience of the communities. Output 3 of the project is focused on dissemination of the results of the project.</p> <p>By the end of the project completion of the pilots for supporting the communities to increase the farm income by adopting climate-resilient agriculture practices and alternate means of livelihood to the level envisaged in the project design is unlikely.</p> <p>Although, with an extension in the project implementation period, the ongoing pilots for Output 2 would get completed, thereby improving the situation to some extent, any significant improvement in the results of the project is not likely. With the limitation regarding the availability of funds for Output 2, the resources have been thinly spread out. This has led to a situation where the pilots for Output 2 are not likely to provide a sustained increased level of income.</p>
	Outcome 1	Moderately Unsatisfactory	<p>Output 1 of the project aims at restoring and strengthening the resilience of the physical attributes of the target wetlands and associated catchment areas by improving reforestation, water flow, storage, and indigenous species. The activities to be undertaken to achieve Output 1 were targeted at the reduction of environmental degradation. The assessment at MTE is that, although, by the end of the project, the work of demarcation of wetlands targeted for restoration will be completed, the achievement will be significantly short of the target for the project. There are no specific efforts under the project for restoration of the degraded wetland and it is envisaged that once the activities within the wetlands are stopped, the restoration would happen over a period, due to natural healing.</p> <p>At the time of MTE, the planned activity of development of the management plans for the wetlands could not be started.</p>
	Outcome 2	Unsatisfactory	<p>Output 2, of the project is to strengthen existing agricultural livelihoods by introducing climate-resilient practices and sustainable land management, as well as introducing new opportunities for livelihoods that use sustainably managed wetlands. Output 2 is targeted at increasing the productivity within the landscapes, building resilience to climate change, and enhancing sustainable development.</p> <p>At MTE the progress towards results for Output 2 is lagging. The reasons for not that good performance include; delay in the start of the project implementation; change in the implementation arrangement multiple times; shortfall in the available funds partly due to inefficient utilisation of funds in the initial implementation arrangement; and unrealistic targets for the indicators in the project design.</p> <p>The performance will improve in case an extension for project implementation is provided.</p>

Measure	MTE Rating ⁶	Achievement Description
	Outcome 3	Moderately Unsatisfactory
		<p>This Output of the project is to disseminate the results from the project within and beyond the project intervention area through existing information-sharing networks and forums. Apart from this, the project was to identify and participate, in scientific, policy-based, and/or any other networks, which may be of benefit to the project. Some of the project monitoring activities were also clubbed in Output 3</p> <p>The project prepared a communication and stakeholder engagement strategy. At the time of MTE, the work under Output 3 was the ongoing MTE of the project. As per the project team, in addition to radio talk shows, the project intends to extend sensitization programs in Primary and Secondary Schools in the project area. This work will be planned to be carried out, in case an extension for project implementation is granted.</p>

1.3 Summary of conclusions

At the time of MTE, the only planned activity of the project that could be carried out successfully was the demarcation of the wetlands, where restoration of degraded wetlands is to be carried out. None of the other activities planned under the three outputs of the project could make any notable progress. As the MTE is being carried out very close to the project end date (only two more months of project implementation), no significant improvement in the situation is likely, unless an extension for project implementation is granted.

The reasons for the shortfall in the performance of the project include; delayed start of the project; change in the implementation arrangement of the project which did not work; absence of guidance as the project board and technical advisory committee did not get formed; delay in constituting the PMU and bringing on board the project manager; issues with the unrealistic targets for Output 2; unsuccessful use of the concept of carbon sequestration and carbon credits to support sustainability of the restored catchment areas and provide a revenue stream for the communities in the catchment area of the wetlands.

1.4 Recommendations

Table 4: Recommendation at MTE

#	Recommendation	Rational	Description	Responsibility
1	It is recommended that a no-cost extension of six to nine months be granted for project implementation.	<p>Due to issues with the implementation of the project during the initial one and half year (out of a total of three years of project) of the project implementation, the activities for the results under Output 2 of the project has just been initiated and are not likely to be completed in the remaining three months of the project implementation.</p> <p>Also, due to the loss of time, there is practically no work on the front of knowledge sharing and dissemination of project results (under Output 3)</p>	<p>A no-cost extension of the project will enable the completion of the activities and the achievement of the results under Output 2 of the project.</p> <p>An extension of the project implementation would also enable activities relating to the dissemination of the results, enabling the replication of activities about the work carried out for the promotion of alternate means of livelihood.</p> <p>The extension would also enable the implementation of the recommendations of the MTE, particularly those relating to</p>	UNDP CO, PMU, ADA

#	Recommendation	Rational	Description	Responsibility
			enhancing the overall results of the project.	
2	It is recommended that the project request the Project Board of the presently ongoing GCF project for wetland restoration, to also act as the Project Board for the ADA-funded project.	<p>As no project board and 'technical advisory committee' for the project was constituted, the project did not get the benefit of guidance and inputs from the government officials at the federal level and the expert inputs.</p> <p>Inputs from the project board of the GCF project will help to share the experiences and learning across the two projects and also help to get the national perspective and inputs from the experts. This will not only help the present ADA-funded project but will also help the development of any future project.</p>	<p>The GCF-funded wetland project has overlapping geographical areas with the ADA project. Thus, it already has knowledge and background information regarding the socio-economic situation of the wetlands being restored under the ADA project. The project board also has an awareness regarding the challenges regarding the wetland restoration projects.</p> <p>Project progress/results may be shared with the project Steering Committee of the GCF project.</p> <p>Further, the communication channels of the GCF project may be used by the ADA project for information dissemination.</p>	UNDP CO, PMU
3	Involve persons with higher levels of skills for training and capacity-building aspects of Outcome 2 (alternate means of livelihood).	The officials of the local government themselves may have limited exposure to climate-resilient agriculture; practices. Thus, it is recommended to involve persons from other agencies who would have comparatively better knowledge and exposure to the subject.	<p>Under activities 2.2 and 2.3 of Output 2, the project has planned to introduce climate-resilient agriculture and farm practices. Training to the members of the community which will be provided support under the project, is an integral part of these activities.</p> <p>At the time of MTE discussions with the project team revealed that for the training part, the plans are to use the existing staff of the local government from the concerned departments. The officials of the local government themselves may have limited exposure to the climate-resilient agriculture; practices. Thus, it is recommended to involve persons from other agencies who would have comparatively better knowledge and exposure to the subject.</p>	PMU, UNDP CO
4	It is recommended that the training of the community members under Output 2, should include training on management issues, like cash flow cycles, preventive	At the time of project inception, provisions were made for providing business incubation services, training on savings and credits models, facilitating financial literacy, and entrepreneur training. These tasks were outsourced from BRAC. With the discontinuation of the services	The training of the community members may include management issues, like cash flow cycles, preventive maintenance, and enterprise management.	PMU, UNDP CO

#	Recommendation	Rational	Description	Responsibility
	maintenance, financial management	of BRAC, these tasks could not be carried out. It will help the sustainability of the results of Output 2 if such tasks are carried out.		
5	Include the community member whose land is not touching the wetlands being restored	Presently the beneficiaries under Output 2 for the development of skills for alternate means of livelihood and introduction of resilient and agriculture practices, are restricted to the persons whose lands are touching the wetlands being restored.	It is recommended that the community members, whose land is not touching the wetlands being restored, be included in the scheme for the introduction of alternate means of livelihood and climate-resilient agriculture practices. In case of constraints of resources, inclusion of such community members may be restricted to training and demonstration (without provision of material resources)	PMU, UNDP CO
6	For a future project of this nature, apart from the demonstration of pilots of solar PV-based pumps for irrigation, introduce schemes like hire purchase, leasing, etc. for the solar water pumps.	The introduction of an alternate scheme to finance the solar pumps (hire purchase, leasing, etc.) will help the farming communities to own solar PV pumps for their farm requirements. Ownership of the irrigation pumps will enable them to carry out rice cultivation and other cultivation (requiring irrigation) in the high lands thereby reducing the motivation to venture in the wetlands for agriculture.	The use of their resources by the farmers to buy solar PV water pumps would require a very strong demonstration of the benefits. Thus, the project design may provide for a couple of Solar pumps as grants. Strong demonstration and increase in income levels are expected to motivate the other farmers to replicate.	UNDP, ADA, and other funding agencies

2. INTRODUCTION

2.1 Purpose of the Mid-Term Evaluation and Objectives

The project, ‘Restoration of Wetlands and Associated Catchments in Eastern Uganda’ is aimed at supporting the Government of Uganda to restore wetlands and associated catchments by promoting integrated, equitable, and sustainable management of wetlands resources while improving the livelihood of wetland-dependent communities. The ADA-funded, project is intended to complement the GCF-funded wetland restoration project, whose goal is to “restore and sustainably manage wetlands and support target communities in wetlands areas of Uganda to reduce the risk of climate change posed to agricultural-based livelihoods.”

The GCF project is being implemented in 12 districts within Mpologoma catchment, in Kyoga Water Management Zone in Eastern Uganda (Budaka, Bugiri, Butaleja, Iganga, Kaliro, Kibuku, Mayuge, Namayingo, Namutumba, Pallisa, Butebo and Kumi). However, the ADA-funded project is restricted to 5 districts, namely Budaka, Butaleja, Butebo, Kibuku, and Namutumba, which have a higher concentration of land users that double as wetland and upland users.

As per the requirements of UNDP supported projects, a Mid Term Evaluation (MTE) of the project is to be carried out. UNDP CO Uganda retained the services of a team of an International Consultant, Dinesh Aggarwal, India, and a National Consultant, Cliff Bernard Nuwakora, Uganda for carrying out the MTE. The broader defined objectives of the MTE are to assess progress towards achievement of the project objectives and outcomes as specified in the Project Document. The Evaluation is also expected to provide early signs of project success or failure to facilitate a corrective action mid-way through the project to ensure positive results. The MTE will also evaluate project strategy and the risks to sustainability.

The target audience for the MTE are the funding agencies, project partners and beneficiaries, United Nations Development Program (UNDP), Country Office (CO), UNDP at regional and Head Quarter (HQ) levels, and UNDP Evaluation Office. This is the inception report for the MTE of the Project and elaborates on the objective, approach for Evaluation, methodology to be followed, timelines, deliverables, and other aspects of the Mid Term Evaluation (MTE).

2.2 Scope and methodology

The design of the MTE was based on the requirements set out in the ToR prepared by the UNDP CO (please see Annex A). Before undertaking the MTE, an Inception Report was presented, including the proposed tasks, activities, and deliverables, as well as a table of main Evaluation questions that need to be answered to determine and assess project results, and to identify where the information is expected to come from (e.g., documents, interviews and field visits). The Evaluation efforts have focused on the following four categories of project progress;

- Project strategy
- Progress towards results
- Project implementation and adaptive management
- Sustainability

The table of mid-term Evaluation criteria and questions is presented in Annex B.

Sources of data and data collection

Data have been collected through an extensive desk Evaluation of all relevant documents, meetings, and interviews with key stakeholders to answer the MTE Evaluation questions. The sources of data were carefully identified to obtain useful evidence-based information that is credible and reliable.

- A desk Evaluation of the following documents was carried out (please see Annex C):
 - Progress reports and project documents, such as the Project Document (ProDoc), and Project Inception Report.
 - Project Monitoring documents, namely the Annual UNDP Project Annual Reports; Back to Office Reports
 - Project Outcome documents; reports generated through Project activities, TORs, and RFPs prepared by the project team.
 - Background information (websites, reports, national policy papers, and other written information) from relevant Government ministries and institutions, as well as other stakeholders.
- Stakeholder Consultation: A physical Mission to Uganda was undertaken to consult the stakeholders (please see Annex D for the mission itinerary). Before consultations, the stakeholders were contacted by PMU/UNDP CO to schedule meetings in an optimum way to consult with a maximum of relevant stakeholders. During the mission, interviews were held with the Project Team, UNDP CO, and a wide range of identified stakeholders, beneficiaries, and key informants which included, senior officials of ministries responsible for the implementation of the project, and local Government. Details of the stakeholders consulted are provided in Annex E.

The Evaluation of documents provided the basic facts and information for developing a first draft mid-term Evaluation (MTE) report, while the stakeholder consultation was needed to verify the basic facts, obtain missing data, and learn the opinions of respondents to help interpret the facts. The individual interviews with key informants were based on open discussion to allow respondents to express what they feel as the main issues, followed by more specific questions on the issues mentioned. The list of mid-term evaluation questions of Annex B was used as a checklist to raise relevant questions and issues during the interviews that correspond to the level and type of involvement of the interviewee or the organization consulted.

Regarding the data analysis and methods for analysis, the documents listed in Annex C were reviewed and analysed. The interviews with key informants were used to verify facts and information presented in reports and documents and helped formulate the conclusions and recommendations. Additional documents information and clarifications were sought from the PMU and UNDP CO during MTE to bridge the information gaps and validate the findings.

One of the limitations of the MTE is that it is being conducted towards the end of the project implementation. Thus, there is practically no time to implement any recommendations about measures for improving the performance of the project. This will impact some of the objectives of MTE (please see the objectives of MTE in Section 2.1). However, during the MTE, it was shared by the project team that an extension to project implementation was being sought. If granted an extension, this limitation will be addressed.

Limitations regarding consultations with the stakeholders can potentially give only a snapshot impression of the project and the progress toward its implementation. Nonetheless, the evaluation team feels that the mix of data collection and analysis tools has yielded viable answers to the Evaluation questions within the limits of available time, and budget resources.

This Evaluation has been conducted following the principles outlined in the United Nations Evaluation Group ‘Ethical Guidelines for Evaluation’ (please see Annex G).

2.3 Structure of the mid-term Evaluation report

The terms of reference for the MTE were set by the UNDP CO. The Evaluation has been undertaken following the TOR, as well as the general criteria of UNDP evaluations. This MTE report is structured according to the table of contents suggested in the TOR issued by the UNDP Country Office.

The report is organized as follows;

- Chapter 1 Executive Summary
- Chapter 2 Introduction to the project, Scope, and Methodology for MTE
- Chapter 3 Project Description and Background Context.
- Chapter 4: Findings – project strategy
- Chapter 5: Findings – progress towards results
- Chapter 6: Findings – project implementation
- Chapter 7: Findings – sustainability
- Chapter 8 provides Conclusions and Recommendations

For easy and ready reference, Annex B shows where the main Evaluation criteria and questions of the MTE can be located in different sections of the report.

3. PROJECT DESCRIPTION AND CONTEXT

3.1 Development context; environmental, socio-economic

The project is targeted at the restoration of degraded wetlands in the selected locations in Uganda. Wetlands provide goods and ecological services which may be regulatory or aesthetic in value. As such, they present several market and non-market benefits. The market benefits include water for domestic use for livestock, augmenting rain-fed agriculture in the dry season, provision of raw materials to make handicrafts, building materials, and food resources such as fish, vegetables, and medicine. The non-market benefits of wetlands 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.

3.2 Institutional, and policy factors relevant to the project objective and scope⁷

In Uganda, over 80% of the people living adjacent to wetland areas and associated catchments in Uganda directly use wetland resources for their household food security needs. In addition to supporting food and water security, wetlands also support income generation and employment. It is estimated that out of a total population of 41,583,600 million Ugandans (UBOS, 2020), wetlands provide about 320,000 jobs with direct employment and provide subsistence employment for over 2.4 million. Some of the activities that create employment opportunities in Eastern Uganda include harvesting papyrus for roofing, basket making, etc., harvesting sand for construction, and collecting water for watering small gardens.

The impact of human and environmental stressors coupled with climate change is increasing the degradation of wetlands and their associated catchments in Uganda. This is negatively affecting the livelihoods of people living in and around wetland areas. The majority of the households living adjacent to wetlands in Uganda use the wetland resources for their food needs. Wetlands are highly vulnerable to changes in the quantity and quality of its water supply, over exploitation of the resources of the wetlands will most likely substantially alter ecologically important attributes of wetlands. The loss of wetlands could exacerbate the impact of climate change as they provide fundamental services that contribute to the mitigation of such impacts.

The project being evaluated seeks to support the Government of Uganda in restoring wetlands and associated catchments by promoting catchment-based integrated, equitable, and sustainable management of water and related resources. The project focuses on the Kyoga Water Management Zone in general, particularly the Mpologoma Catchment Area. Project activities have been developed to respond to specific climate-related impacts and vulnerabilities of the Mpologoma catchment as outlined in the Mpologoma Catchment Management Plan which include sustainable land management practices and reforestation; support climate resilient agricultural practices; and alternative livelihoods for communities living in these areas to reduce the pressures on the wetlands. In this context, this project is to further restore wetlands and their ecosystem services, based on wise-use principles and guidelines as outlined by the Ramsar Convention on Wetland and the Uganda Catchment Management Planning Guidelines.

The project will target parts of eastern Uganda focusing on 5 Districts of butaleja, budaka, Kibuku, Namutumba, Kaliro, within the Kyoga Water Management Zone with a total population of over 1.1 m people (UBOS, 2014) and a land area of over 2,961.6 Square KM. The proposed districts were prioritized for catchment restoration in the Mpologoma Catchment Management Plan (2018) due to their enormous degradation levels and the fact that they share boundaries with Mpologoma wetland. In addition, the proposed sites are some of the districts where the GCF wetland restoration project is currently working to leverage and complement the work that has already been done especially with engaging stakeholders and hence creating a bigger impact. The project is to directly benefit 66,000 heads of households and indirectly benefit an estimated

⁷ Based on the information in the Project Document

1.1 million people in the target districts, 50% of whom are women who are dependent on subsistence agriculture and wetlands for their livelihoods. The project is aligned to the National Vision 2040, the Third National Development Plan, the Nationally Determined Contribution commitment to the Paris Agreement; the National Climate Change Policy, and the Water and Environment Sector Investment Plan 2018-2030.

3.3 Problems that the project sought to address⁸: threats and barriers targeted

The Mpologoma Catchment Management Plan of Uganda, calls for rehabilitation of wetlands for their conservation, to be implemented in the first 10 years of the plan (2018-2028). This includes the rehabilitation of 10% of the wetlands where informal irrigation is currently in place, representing 4,500ha of the Mpologoma Catchment.

As per the project document a study⁹ highlighted the following;

- The exact vulnerability of key agro-ecological and hydrological systems of the wetlands is only partially known and not adequately addressed by various development interventions in the project zone
- The extent to which smallholders receive impactful agricultural advice from extension workers affects the extent to which new techniques and adaptation practices are understood and adopted
- Limited climate risk information hampers decision-makers' ability to make informed policy changes.

The project has considered that if the above are addressed, then wetlands would be restored sustainably, and communities would enjoy both goods and services of the wetlands thereafter. However, the project strategy has considered that a restored and improved ecosystem is insufficient on its own to address the impacts of climate change on the people living and dependent on the wetlands for their livelihoods. Therefore, the project has proposed the promotion of crop diversification, conservation agriculture techniques, agroforestry/ tree growing with emphasis on indigenous trees, and training of farmers in best practices for climate resilient farming. Further, the project is to improve value chains, improve post-harvest technologies, and provide access to markets for agro-based products, and agro-based income-generating activities (e.g., goat rearing, raising chickens, beekeeping, etc). It is envisaged that diversification of income sources through alternative livelihoods in the form of employment and entrepreneurship training will help the vulnerable target population to reduce reliance on agriculture for their livelihood and food security. Accordingly, the project has provided for introducing alternative livelihood options. In addition to this the project, during its implementation has provision for the identification of enterprise-specific market access barriers and address such barriers through partnership building with agencies already focusing on those enterprises.

3.4 Description of the project: objective, outcomes, and outputs, description of sites

The project is aimed at supporting the Government of Uganda to restore wetlands and associated catchments by promoting catchment-based integrated, equitable, and sustainable management of wetlands resources while improving the livelihood of wetland-dependent communities.

The project being evaluated is restricted to 5 districts, namely Budaka, Butaleja, Butebo, Kibuku and Namutumba. Table 5 provides the details of the wetlands, where action on the ground was to be carried out under the project.

Table 5: Wetlands in the Mpologoma Catchment Targeted to be Restored under the Project

SN	District	Wetlands and the associated catchments to be restored	Sub-county
1	Butaleja	Dumbu	Busabi and Budumba
2	Kibuku	Nawampandu wetland	Kibuku

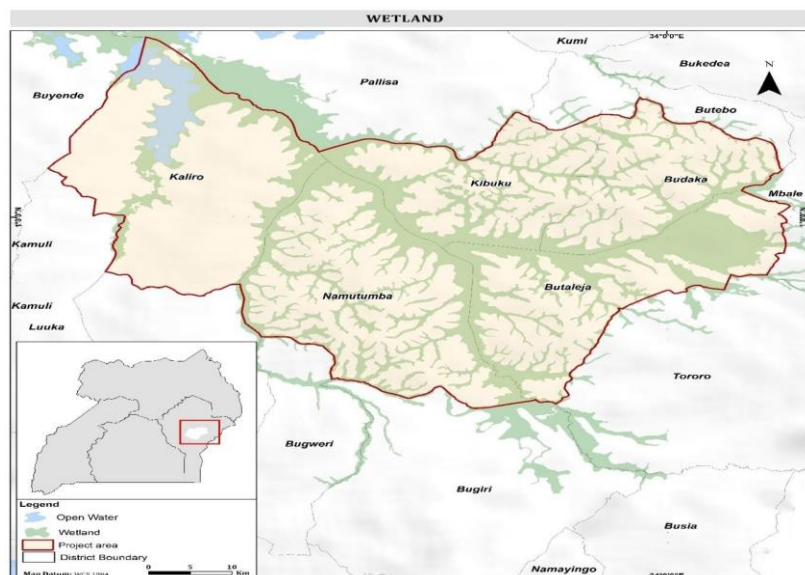
⁸ Based on the information in the Project Document

⁹ Feasibility study carried out to inform the design of the GCF/GoU/UNDP project

SN	District	Wetlands and the associated catchments to be restored	Sub-county
3	Budaka	Irabi wetland	Tadameri
4	Namutumba	Mpologoma wetland	Namutumba and Bulange
5	Kaliro	Lake Nakuwa shores	Kisinda

Source: Based on the information in the Project Document

The five project districts overlap with another wetland restoration project being supported by GCF. However, the wetlands where the interventions are planned on the ground are different for the two projects. The figure below shows the Project target districts within the Mpologoma Catchment Area.



(Figure 1: Project Target Districts)

Table 6 below provides the Project Objectives and a summary of the different Outputs of the project. The Table also provides the indicators to monitor and verify the achievement of the planned Outputs of the project. There were no changes in the results framework of the project, at the time of project inception.

Table 6: Project Results Framework¹⁰

EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE		TARGETS for the year			
		Value	Year	Yr. 1	Yr. 2	Yr. 3	EOP ¹¹
Project Outcome:	Enhanced resilience of communities and wetland and associated catchment ecosystems in selected Districts of River Mpologoma Catchment						
Output 1: Degraded Wetlands, natural grasslands and associated catchments restored and or rehabilitated and intact wetlands protected	1.1 Area (Ha) of degraded wetlands restored	0	2020	1,341	4,706	658	6,705
	1.2 Area (Ha) of degraded catchment restored and/or rehabilitated	0	2020	605	606	211	1,422
	1.3 Number of intact wetlands protected	0	2020	2 wetlands	3 wetlands	0	5 wetlands

¹⁰ The Results Framework is based on the project document.

¹¹ EOP = End of Project

EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE		TARGETS for the year			
		Value	Year	Yr. 1	Yr. 2	Yr. 3	EOP ¹¹
Output 2: Improved agricultural practices and alternative livelihood options in the wetland catchment	2.1(a) Number of household heads disaggregated by sex and social determinants (age, disability) benefiting from agricultural incomes in the project sites	TBD	2020	11,000 (At least 30% women)	11,000	11,000 ¹²	33,000 household heads
	2.1 (b) Number of household heads disaggregated by sex and social determinants (age, disability) that are benefiting from alternative livelihoods introduced by the project			11,000	11,000	11,000 ¹³	33,000 household heads
	2.2 Percentage of women who benefit/have control of livelihood interventions such as water and household incomes in the project sites.	TBD	2020	50% of people involved are women	50% of people involved are women	50% of people involved are women	50% of people involved are women
Output 3¹⁴: Knowledge Management and Communication							

The project has two main outputs. Output 1, of the project focuses on strengthening the resilience of the wetlands and their associated catchment areas to maximize their ecosystem benefits to the communities. Planned actions include demarcating and physically restoring wetlands and catchments, by implementing catchment management plans that ensure sustainable land and water management of these ecosystems. The expected outcomes of these two activities are healthier wetlands and associated catchments in the targeted areas, which are more resilient to impending climate risks. These outcomes relate to the specific services that a restored and sustainably managed wetland ecosystem can provide to strengthen the climate resilience of the surrounding communities. These may include strengthened livelihood activities, such as fishing and dry-season farming, water storage and filtration for use by households, livestock and irrigation or crop production, and protection against floods, storms, and droughts. Strengthened livelihoods will contribute to increasing sources of income (and thus increased income generation) and diversification such that income is not susceptible to degrading wetlands and climatic changes.

As per the project design, Output 2, of the project focuses on strengthening existing agricultural livelihoods by introducing climate-resilient practices and sustainable land management, as well as introducing new opportunities for livelihoods that use sustainably managed wetlands. The planned activities include the introduction of climate-resilient agricultural practices, conservation agriculture, and crop diversification (e.g., planting drought-tolerant crops, early maturing crops, and adopting multiple cropping techniques to spread risks). Similarly, new livelihood opportunities such as ecotourism, aquaculture, poultry, and dairy production were to be introduced to prevent further degradation of wetland ecosystems. Output 2 is targeted at increasing the productivity within the landscapes, building resilience to climate change, and enhancing sustainable development through promoting appropriate agricultural practices across the value chains of selected enterprises.

The intervention logic of the project assumes that productive catchments (upland) will attract farmers away from wetlands, letting the degraded wetlands benefit from natural restoration. In return, improved wetland

¹² The results framework in the project document has provided the figure of 22,000 and 33,000 respectively for Yr. 2 and Yr. 3. It seems the figures are cumulative for the end of the project. In line with the method used for the targets for the other indicators, at MTE, the figures have been provided for the year.

¹³ The results framework in the Project Document has not provided any figure. It seems it was just an oversight. At MTE this figure has been inserted

¹⁴ The 'Results Framework' as given in the 'Project Document' has not included Output 3. At MTE, Output 3 has been included in the 'Results Framework' based on the text in the Project Document

conditions will have the potential to support productive less extractive activities, such as aquaculture and medium size irrigation schemes, which if well-regulated will sustain ecological conditions, and the benefits from them and will increase the incentive of communities to protect the wetlands.

To achieve the planned Outputs of the project the project design has provided for specific activities, which are highlighted in Table 7.

Table 7: Planned Activities and Responsible Parties

Output	Planned Activities	Responsible Party	
		Project Design	Project Inception ¹⁵
Output 1: Degraded Wetlands, natural grasslands and associated catchments restored and or rehabilitated and intact wetlands protected	Activity 1.1: Identify, map and profile priority sites for restoration of the wetlands and micro catchments in the selected Districts.	MWE/UNDP	UNDP
	Activity 1.2: Demarcation and restoration of degraded wetlands and inlet streams and protection of intact wetlands	MWE/Districts/UNDP	MEW
	Activity 1.3: Develop catchment management plans for the selected wetlands	MWE/UNDP	District Local Government
	Activity 1.4: Design and construct or rehabilitate 5 small-scale water storage and retention facilities in critical waterways for communities to benefit from enhanced ecosystem functioning.	UNDP	District Local Government/ BRAC
	Activity 1.5: Carry out environmental and Social Impact Assessments for relevant project activities	UNDP	District Local Governments / NEMA
Output 2: Improved agricultural practices and alternative livelihood options in the wetland and associated catchment areas promoted	Activity 2.1: Establish incentive schemes to organised groups/communities for ultimate restoration and rehabilitation of degraded wetlands and associated catchments.	UNDP	ECOTRUST
	Activity 2.2 Develop abstraction and distribution of water for development of capture fisheries, aquaculture and micro irrigation.	UNDP	BRAC MAAIF/ District Local Governments
	Activity 2.3 Promote resilient agricultural best practices	UNDP	BRAC/ District Local Governments
	Activity 2.4: Develop alternative livelihoods options through promoting gender responsive on and off-farm business enterprises.	UNDP	BRAC/ District Local Governments
Output 3: Knowledge Management and Communication	Activity 3.1: Design and implement a communication and stakeholder engagement strategy and plan	UNDP	UNDP
	Activity 3.2: Carry out monitoring of implementation	UNDP	UNDP
	Activity 3.3: Design and implement a comprehensive monitoring and evaluation framework (including baseline data collection)	UNDP	UNDP
	Activity 3.4: Conduct project inception workshop and launch	UNDP	UNDP
	Activity 3.5: Conduct Midterm Review and Terminal Evaluation of the project	UNDP	
	Activity 3.6: Conduct Annual Audits for the project	UNDP	UNDP

Source: Prepared based on the information in the Project Document and the Project Inception Report

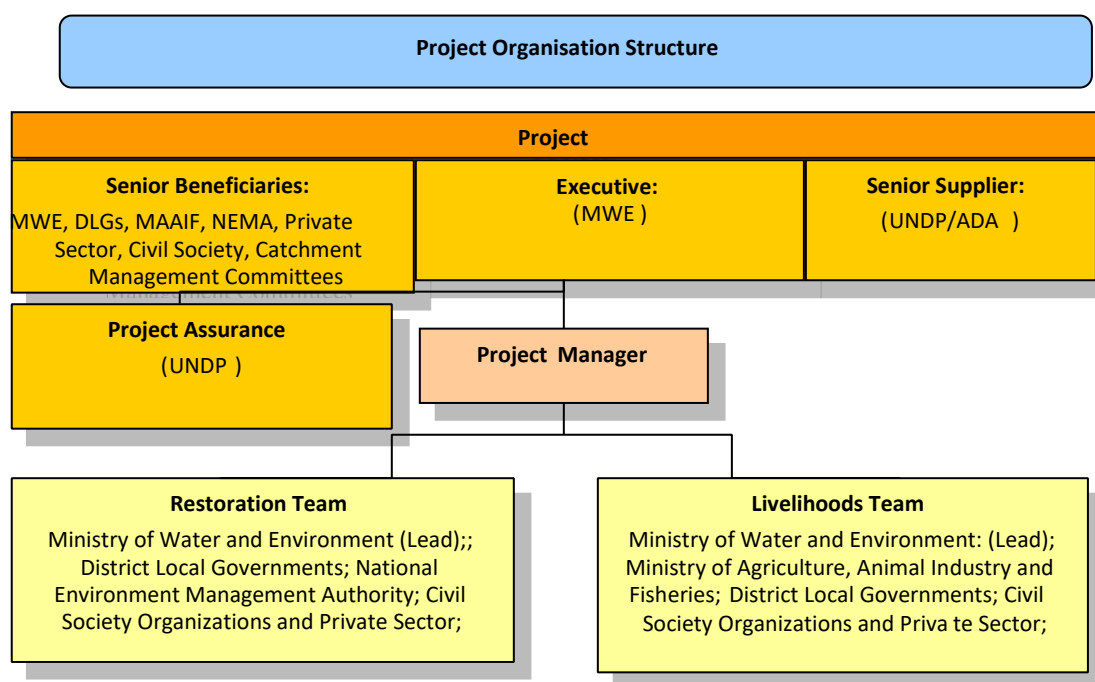
¹⁵ Based on the Workplan for the First Year of Project Implementation

3.5 Project Implementation Arrangement¹⁶

The project document has detailed the planned implementation arrangements for the project. However, the actual implementation of the project was much different from the planned implementation. The following paragraphs provide the outlines of the planned implementation arrangement of the project.

Given below are the outlines of the planned (as per project document) implementation arrangement for the project. Details of the actual implementation (which are much different) are provided in section (Section 6.1 of this MTE report).

The Project was to be executed under the Direct Implementation Modality (DIM) of UNDP. Accordingly, all activities of the Project were to be implemented under UNDP’s relevant rules, regulations, and procedures. The figure below provides the project organization structure (as per the project design). Overall implementation of the project was to be overseen by a ‘Project Board’. The Project Board was to provide strategic guidance and oversight to the Project, with quality assurance, technical discussions, and recommended priorities being provided by the Project Technical Committee (PTC). The constituents of these committees were to include the Government, Development Partners, community representatives, and other stakeholders.



(Figure 3: Planned Project Implementation)

The project design provided for a ‘Project Technical Committee (PTC)’. The PTC was to provide technical advisory support to the Project Management Unit including providing input into planned activities, consultants, and progress reports. As per the planned project implementation, the day-to-day activities of the project were to be managed by a ‘Project Management Unit (PMU)’, headed by a ‘Project Manager’. The Project Manager was to run the project on a day-to-day basis on behalf of the Project within the constraints laid down by the Board. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The project manager was to be supported by a Finance and Administration Associate.

¹⁶ Based on the information in the Project Document

UNDP Country Office was to serve the quality assurance role, supported by the project monitoring and evaluation structure. While the project was to be implemented by UNDP, the project has identified the following government partners as responsible parties taking a lead in the implementation of various project activities based on their comparative advantage;

- Ministry of Water and Environment was to supervise the daily operations of the project; provide technical guidance during the implementation of the project
- District Local Governments were to lead on the actual implementation of the project within the respective districts.

The planned implementation of the project, provided for a Project Management Unit (PMU) directly administered by the UNDP country office with technical focal points in each of the target 5 District Local Governments namely and central government agencies and Ministries. The Kyoga Water Management Office in Mbale was to provide day-to-day oversight of project activities in collaboration with district focal points.

At the project design stage role of an NGO (ECOTRUST) was envisaged for some of the specific activities (please see Table 7 for details). Against the planned project implementation arrangements, actual project implementation arrangements were much different, which is explained in this section (more details of the actual implementation arrangement are provided in Section 6.1).

At the project design stage role of an NGO (ECOTRUST) was envisaged for some of the specific activities. The specific role that was envisaged for ECOTRUST was to implement a payment for environmental services (PES) facility for the project. At the stage of the inception, another NGO (BRAC) was roped in for the implementation of the livelihood component (Output 2) of the project. Table 7, provides the details of the activities of the project, which were entrusted to the two NGOs. With the outsourcing of the project activities for the two main Outputs of the project, to the NGOs, the PMU was not formed. The responsibility for implementation of the project was taken by UNDP CO (Nature, Climate Energy and Resilience vertical) at UNDP CO. ‘Project Technical Committee’ and the ‘Project Board’ were not constituted.

Under the new scheme for implementation of the project, the two NGOs worked directly with the officials of the local government to achieve the desired Outputs. This scheme for implementation has been followed since the inception of the project. However, this arrangement was discontinued by UNDP CO in April 2022, due to a lack of performance and results by the two NGOs. With the discontinuation of the services of the two NGOs, a PMU was formed for the implementation of the project and a project manager along with other staff were hired. Since the formation of the PMU, the project has been implemented on the ground with the support of government officials at the district and sub-county levels.

3.6 Project timings and milestones

The implementation period of the project is three years. The official start date of the project is Feb 2021 (date of signature of the Project Document), however, actual implementation of the project started much later in August 2021, with the Inception workshop of the project. Thus, there was a delay of about six months from the actual start of implementation of the project.

As highlighted in Section 3.4.2, initially the activities for achieving the Outputs of the project were outsourced to the two NGOs, which was discontinued due to absence of performance and results. This led to a considerable delay of almost one and half years (almost 50% of the overall planned project implementation time), from the start date of the project to constitute the PMU and make it operational. With the delay in the implementation of the project, there is a need to do a lot of catching up for the implementation of the activities of the project.

The planned end date of the project is Dec 2023, however, the project team during discussions with the MTE team shared that they plan to request for an extension of the project implementation timelines.

3.7 Main stakeholders

Table 8 provides the list of government stakeholders and institutions that were envisaged to have a role to play in the project¹⁷.

Table 8: Main Government Stakeholders of the project

Name	Specialization
First Parliamentary Council (FPC) of the Ministry of Justice and Constitutional Affairs (MJCA)	Drafting laws and regulations
Ministry of Lands, Housing and Urban Development (MLHUD)	Supervise land use planning
Department of Environment Affairs (DEA) and Forest Sector Support Directorate (FSSD) of the Ministry of Water and Environment (MWE)	Offer policy guidance on environment and forest issues, respectively
Ministry of Trade, Investments and Cooperatives (MTIC)	Organize cooperatives and related groups for marketing purposes
Ministry of Agriculture, Animal Industries and Fisheries (MAAIF)	Supervise the agriculture sector
National Environment Management Authority (NEMA)	Coordinate, monitor, supervise, and regulate aspects of the environment
National Forest Authority (NFA)	Supervise the forestry sector
National Fisheries Resources Research Institute (NaFIRRI)	Research in fisheries
National Forest Resources Research Institute (NaFORRI)	Research in the forestry sector
Buginyanya Zonal Agricultural Research Development Institute (BugiZARDI),	Pilot land management practices and agricultural technologies
Makerere University, particularly the College of Agriculture and Environmental Sciences (CAES)	Train communities on land restoration principles and appropriate practices.

Apart from the stakeholders mentioned in the above Table, the other planned stakeholders of the project include ECOTRUST, Donor Agency (ADA), District Local Governments, UNDP, Selected relevant non-state actors, and representatives of the local community beneficiaries.

¹⁷ Based on the Information in the Project Document

4. FINDINGS: PROJECT STRATEGY

The findings are based on the Evaluation criteria and questions (see Annex B), so that a link can be made between what was asked and what was found. In this chapter, an evaluation of the strategy of the Project, in terms of its design and results framework, has been presented. The strategy of the project was the result of consultations and background analysis during the project design stage and relevance to Uganda's development context. While formulating the strategy of the project at its design stage, references were also drawn from the background work already done in Uganda, while designing the GCF project for restoration of the wetlands.

4.1 Project design

Mid-term Evaluation questions (see Annex B)

- Do the project activities address the gaps in the policy, regulatory and capacity framework at the national level?
- To what extent is the project suited to local and national development priorities and policies?
- How relevant the project's intended outcomes?
- How relevant is the involvement of different partners in the Project implementation given the institutional and policy framework for environment and food security sectors in Uganda?
- Were the project's objectives and components relevant, according to the social and political context?
- Are counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?
- Are the stated assumptions and risks logical and robust?
- And did they help to determine activities and planned outputs?
- Is the project coherent with UNDP programming strategy for Uganda?.

4.1.1 Problem being addressed

In Uganda, over 80% of the people living adjacent to wetland areas and associated catchments in Uganda directly use wetland resources for their household food security needs. In addition to supporting food and water security, wetlands also support income generation and employment. The impact of human and environmental stressors coupled with climate change is increasing the degradation of wetlands and their associated catchments in Uganda. This is negatively affecting the livelihoods of people living in and around wetland areas. The majority of the households living adjacent to wetlands in Uganda use the wetland resources for their food needs. The loss of wetlands could exacerbate the impact of climate change as they provide fundamental services that contribute to the mitigation of such impacts.

The project is targeted at restoring wetlands and associated catchments by promoting catchment-based integrated, equitable, and sustainable management of water and related resources.

4.1.2 Project Strategy

The Mpologoma Catchment Management Plan of Uganda, calls for rehabilitation of wetlands for their conservation, to be implemented in the first 10 years of the plan (2018-2028). This includes the rehabilitation of 10% of the wetlands where informal irrigation is currently in place, representing 4,500ha of the Mpologoma Catchment. As per the project document a study highlighted the following;

- The exact vulnerability of key agro-ecological and hydrological systems of the wetlands is only partially known and not adequately addressed by various development interventions in the project zone
- The extent to which smallholders receive impactful agricultural advice from extension workers affects the extent to which new techniques and adaptation practices are understood and adopted
- Limited climate risk information hampers decision-makers' ability to make informed policy changes.

The project design has considered that if the above are addressed, then wetlands would be restored sustainably, and communities would enjoy both goods and services of the wetlands thereafter. However, the project strategy has considered that a restored and improved ecosystem is insufficient on its own to address the impacts of climate change on the people living and dependent on the wetlands for their livelihoods. Therefore, the project has proposed the promotion of crop diversification, conservation agriculture techniques, agroforestry/ tree growing with emphasis on indigenous trees, and training of farmers in best practices for climate resilient farming. Further, the project is to improve value chains, improve post-harvest technologies, and provide access to markets for agro-based products, and agro-based income-generating activities (e.g., goat rearing, raising chickens, beekeeping, etc.). It is envisaged that diversification of income sources through alternative livelihoods in the form of employment and entrepreneurship training will help the vulnerable target population to reduce reliance on agriculture for their livelihood and food security. Accordingly, the project has provided for introducing alternative livelihood options. In addition to this the project, during its implementation has provision for the identification of enterprise-specific market access barriers and address such barriers through partnership building with agencies already focusing on those enterprises.

4.1.3 Relevance and country-drivenness

The project seeks to support the Government of Uganda in restoring wetlands and associated catchments by promoting catchment-based integrated, equitable, and sustainable management of water and related resources. The project focuses on the Kyoga Water Management Zone in general, particularly the Mpologoma Catchment Area. Project activities have been developed to respond to specific climate-related impacts and vulnerabilities of the Mpologoma catchment as outlined in the Mpologoma Catchment Management Plan which include sustainable land management practices and reforestation; support climate resilient agricultural practices; and alternative livelihoods for communities living in these areas to reduce the pressures on the wetlands. In this context, this project aims to further restore wetlands and their ecosystem services, based on wise-use principles and guidelines as outlined by the Ramsar Convention on Wetland and the Uganda Catchment Management Planning Guidelines.

The project has targeted parts of Eastern Uganda focusing on 5 Districts (Butaleja, Budaka, Kibuku, Namutumba, Kaliro), within the Kyoga Water Management Zone. These districts were prioritized for catchment restoration in the Mpologoma Catchment Management Plan (2018) due to their enormous degradation levels and the fact that they share boundaries with Mpologoma wetland. The project is aligned to the National Vision 2040, the Third National Development Plan, the Nationally Determined Contribution commitment to the Paris Agreement; the National Climate Change Policy and the Water and Environment Sector Investment Plan 2018-2030. By supporting the efforts towards restoration of wetlands, the project supports the national efforts aimed at increasing coverage of wetlands from 10.9% to 12% by 2025 and building national resilience to climate change (National Development Plan III).

This project contributes towards the following country outcome included in the UNSDF/UNDP Country Programme Document:

- By 2025, Uganda's natural resources and environment will be sustainably managed and protected, and people, especially the vulnerable and marginalized, can mitigate and adapt to climate change and disaster risks.

The Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets are as follows:

1. Area (ha) of habitat or kilometers 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)
2. Area of agroforestry projects, forest-pastoral systems, or ecosystem-based adaptation systems established or enhanced.
3. Number (percentage) of households disaggregated by sex adopting a wider variety of livelihood strategies/coping mechanisms.

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).

The project is aligned with the UNDP Country Programme Document (2021-2025) which recognizes the occurrence of deterioration of the ecosystems in pursuit of economic development, and takes cognizance of the fact that ecosystem degradation arising, in part, from unsustainable agricultural practices; increased demand for fuel by households, endangered forest cover; and rapid urbanization, increased pressure on natural resources such as wetlands.

4.2 Results framework / Log-frame

Mid-term Evaluation questions (see Annex B)

- How ‘SMART’, (Specific, Measurable, Attainable, Relevant, Time-bound) the midterm and end-of-project targets are.
- Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?
- Are the broader development and gender aspects of the project being monitored effectively.
- What are the remaining barriers to achieving the project objective

The objective of the project is to support the Government in Uganda in restoring the wetlands and associated catchments while improving the livelihood of wetland-dependent communities. The project is restricted to 5 districts.

Table 6 in Section 3.4 of this MTE report provided the Project Outcome and the summary of different Outputs (as per the results framework in the project document) of the project. The Table also provided the indicators to monitor and verify the achievement of the planned Outputs of the project. There were no changes in the results framework of the project, at the time of project inception. To achieve the planned Outputs of the project the project design has provided for specific activities, which were provided in Section 3.4 (Table 7) of this MTE report. At the time of the inception of the project, changes were made in the arrangements for carrying out the planned activities of the project. Some of the issues with the project design and the results framework are highlighted in the following paragraphs.

For Indicator 1.2 (degraded catchment restored and/or rehabilitated) of Output 1, the project design has relied on the reforestation of the degraded catchment areas, wherein (in partnership with ECOTRUST) a ‘Payment for Environment Services’ (PES) facility for the project was to be implemented. In this regard, it is important to note that designing, implementing, and realizing the monetary benefits of a plantation-based carbon sequestration plan is a time-consuming process with several uncertainties. Further, there are significant transaction costs in terms of development of the project, finding a prospective buyer for carbon credits, monitoring, and verification. The project design has not addressed these issues. Thus, Indicator 1.2 and the corresponding targets fall short of the criteria of ‘SMART’¹⁸.

For Output 2, the project has envisaged that the project will enable direct benefits to 33,000 households due to an increase in the agriculture incomes in the project sites (Indicator 2.1a). Further, the project has envisaged to provide direct benefit to 33,000 households from alternative livelihoods introduced by the project (Indicator 2.1b). Thus, the project has targeted to provide direct benefit to 66,000 households (about 700,000 persons considering an average number of persons in a household at 11¹⁹) in the five project districts. Against this, the estimated population of the five districts is about 1.1 million. Considering that the geographical area within the project districts, where the project is being implemented may only be about 5 to 7 percent of the total area, the population in the geographical area where the project is being implemented would be of the order of 75,000. Even if the entire population living in the project area is provided the direct benefit, the number of households

¹⁸ SMART’, (Specific, Measurable, Attainable, Relevant, Time-bound)

¹⁹ As per a study “Identify, Map and Profile Priority Sites for Restoration of Wetlands and Associated Micro- Catchments in Five Selected Districts in Eastern Uganda within the Mpologoma Catchment/ Kyoga Water Management Zone” carried out under the project, the average size of the household in the project area is 11.

getting the direct benefit would be about 6 to 7 thousand. Further as per the project document, the resources allocated for the activities to improve agricultural practices and alternative livelihood options is Euro 838,960. This works out to Euro 12.7 per household ($838,960/66,000 = 12.7$), which is grossly insufficient. Thus, the targets for indicators 2.1a and 2.1b are unrealistic and not achievable.

One of the other issues with the results framework as given in the project document is that, although the project design made provisions for knowledge management/ information dissemination etc., it has not been included in the results framework.

Given the short implementation timelines for the project, the targets given in the results framework are a bit ambitious. However, considering that UNDP CO has already been working on wetland restoration in the project districts, the targets were achievable (except for indicators 2.1a and 2.1b).

5. FINDINGS: PROGRESS TOWARD RESULTS

This chapter of the report provides the findings of the Mid-Term Evaluation regarding progress made towards the achievement of the results of the project in terms of the indicators and the targets for different outcomes.

Although the project start date is March 2021, the actual implementation of the project started much later in August 2021, with the project inception meeting. Even after the formal start of the project implementation, not much progress could be made for almost one year due to the lack of performance by the agencies (NGOs) (please see section 6.3 of this MTE report for more details), who were entrusted upon the responsibility for implementation of specific project activities. Proper implementation of the project could start only in August 2022 with the appointment of the project manager and other staff of the PMU.

The MTE of the project is being carried out much beyond the middle of the project implementation timelines. The MTE is being conducted toward the end of project implementation timelines. Thus, there will be practically no time to implement any recommendations about measures for improving the performance of the project. During the MTE, it was shared by the project team that an extension to project implementation timelines is being sought. If granted an extension, this limitation will be addressed. Thus, this limitation has not been considered while carrying out the MTE and making the recommendations.

During the MTE, Evaluation of progress towards results has been done in terms of indicators and the corresponding targets, for different outputs in the results framework of the project as provided in the ‘Project Document’ (for details of the results framework please see Table 6).

5.1 Progress towards the attainment of outputs

Mid-term Evaluation questions (see Annex B)

Progress towards results

- What expected outputs have been achieved thus far?
- What have the products, such as studies, policy recommendations, dissemination campaigns, etc., affected [keeping in mind that this is a midterm evaluation and several if not many products are still in the implementation or planning process]

This section of the report provides an overview of the progress towards results of different Outputs of the project. The TOR for the MTE requires the Mid Term Targets to be compared with the results at the time of MTE. However, the log-frame has not provided the Midterm targets. As MTE is being conducted after the completion of the second year (out of a total implementation period of 3 years) the targets provided in the log-frame for the end of 2nd year are being used in the assessment of progress towards results. Further, the TOR for MTE requires comparing the results at MTE with those reported by the project in the annual report for the first year. However, the results reported in the second annual report are being used in this Table as the MTE is being conducted much after the completion of the second year of project implementation.

Accordingly, in the Tables below, the column with ‘Level at Annual Report’ is based on the ‘Second Annual Report’ (for the year 2022).

5.1.1 Progress towards results – Output 1

Output 1 of the project aims at restoring and strengthening the resilience of the physical attributes of the target wetlands by improving reforestation, water flow, storage, and indigenous species. The activities to be undertaken to achieve Output 1 were targeted at the reduction of environmental degradation. The assessment at MTE regarding the progress towards achievement of results has been done both in terms of the progress towards carrying out the planned activities and the indicators for the Output. Table 9 provides the details of

the activities for Output 1. The Table also provides the status at MTE regarding implementation of the planned activities.

Table 9: Planned activities for Output 1 and the status at MTE

Output	Planned Activities	Status at MTE																																																				
Output 1: Degraded Wetlands, natural grasslands and associated catchments restored and or rehabilitated and intact wetlands protected	Activity 1.1: Identify, map and profile priority sites for restoration of the wetlands and micro catchments in the selected Districts.	<p>The identification of the priority sites happened at the stage of inception of the project.</p> <p>For this activity, under the project, detailing was to be done regarding land uses, social and economic data of users and their user rights, functionality and hydrologic makeup of landscape, and extent of disturbance of the wetlands in the targeted wetlands. The project was to build on the baseline status of the targeted wetlands established using GIS mapping, to digitize the wetland areas that were to be restored and for tracking progress in restoration. At the time of MTE, none of the specific work listed above has been carried out. Some work has been carried out using GIS to determine the area restored (under activity 1.2).</p>																																																				
	Activity 1.2: Demarcation and restoration of degraded wetlands and inlet streams and protection of intact wetlands	<p>Demarcation of the wetlands (both intact and degraded) has been carried out by UNDP and government officials. At the time of MTE, it was an ongoing activity with the following status:</p> <table border="1"> <thead> <tr> <th colspan="2">Location of Wetland</th> <th>Kilometers of Wetland demarcated and area restored</th> <th>Wetland Restored/protected</th> </tr> </thead> <tbody> <tr> <td>District</td> <td>Kaliro</td> <td>39.8</td> <td>Nakuwa</td> </tr> <tr> <td>Sub-county</td> <td>Kisinda, Namwiwa</td> <td>(774 Ha)</td> <td></td> </tr> <tr> <td>No. of villages</td> <td>36 villages</td> <td></td> <td></td> </tr> <tr> <td>District</td> <td>Namutumba</td> <td>38.3</td> <td>Mpologoma</td> </tr> <tr> <td>Sub-county</td> <td>Bugobi TC, Bugobi SC, Bulange SC</td> <td>(919 Ha)</td> <td></td> </tr> <tr> <td>No. of villages</td> <td>37 villages</td> <td></td> <td></td> </tr> <tr> <td>District</td> <td>Butaleja</td> <td>28.8</td> <td>Hisiiro</td> </tr> <tr> <td>Sub-county</td> <td>Busaba SC, Nawanjofu SC</td> <td>(423 Ha)</td> <td>Magongolo</td> </tr> <tr> <td>No. of villages</td> <td>20 villages</td> <td></td> <td></td> </tr> <tr> <td>District</td> <td>Kibuku</td> <td>10.1</td> <td>Nandere</td> </tr> <tr> <td>Sub-county</td> <td>Nandere</td> <td>(123 Ha)</td> <td></td> </tr> <tr> <td>No. of villages</td> <td>16 villages</td> <td></td> <td></td> </tr> </tbody> </table> <p>At the time of MTE, demarcation activity for the wetland in Budaka was under progress. Although, demarcation of the wetlands has been carried out, restoration has been left to natural regeneration.</p>	Location of Wetland		Kilometers of Wetland demarcated and area restored	Wetland Restored/protected	District	Kaliro	39.8	Nakuwa	Sub-county	Kisinda, Namwiwa	(774 Ha)		No. of villages	36 villages			District	Namutumba	38.3	Mpologoma	Sub-county	Bugobi TC, Bugobi SC, Bulange SC	(919 Ha)		No. of villages	37 villages			District	Butaleja	28.8	Hisiiro	Sub-county	Busaba SC, Nawanjofu SC	(423 Ha)	Magongolo	No. of villages	20 villages			District	Kibuku	10.1	Nandere	Sub-county	Nandere	(123 Ha)		No. of villages	16 villages		
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Activity 1.3: Develop catchment management plans for the selected wetlands	<p>As per the PMU, 90,000 tree seedlings were planted in the catchment areas adjacent to the wetlands being restored in April – May/2023. As per the following details;</p> <table border="1"> <thead> <tr> <th>District</th> <th>Sub-county H/Q</th> <th>Species</th> <th>Nos. of seedlings</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Namutumba</td> <td>Bulange</td> <td rowspan="2">Hass avocado, Mangoes, Bathdavia and Jackfruit</td> <td>10,000</td> </tr> <tr> <td>Bugobi SC and TC</td> <td>10,000</td> </tr> <tr> <td rowspan="2">Butaleja</td> <td>Nawanjofu</td> <td rowspan="2">Hass avocado, Mangoes, Bathdavia, Jackfruit, Musizi, Eucalyptus</td> <td>10,000</td> </tr> <tr> <td>Busaba</td> <td>10,000</td> </tr> <tr> <td rowspan="2">Budaka</td> <td>Lyama</td> <td rowspan="2">Hass avocado, Mangoes, Bathdavia and Jackfruit, Musizi, Eucalyptus</td> <td>10,000</td> </tr> <tr> <td>Nansanga</td> <td>10,000</td> </tr> <tr> <td>Kibuku</td> <td>Nandere</td> <td>Hass avocado, Mangoes, Bathdavia and Jackfruit, Musizi, Eucalyptus</td> <td>10,000</td> </tr> <tr> <td rowspan="2">Kaliro</td> <td>Namwiwa</td> <td rowspan="2">Hass avocado, Mangoes, Bathdavia and Jackfruit, Musizi, Eucalyptus</td> <td>10,000</td> </tr> <tr> <td>Kisinda</td> <td>10,000</td> </tr> </tbody> </table>	District	Sub-county H/Q	Species	Nos. of seedlings	Namutumba	Bulange	Hass avocado, Mangoes, Bathdavia and Jackfruit	10,000	Bugobi SC and TC	10,000	Butaleja	Nawanjofu	Hass avocado, Mangoes, Bathdavia, Jackfruit, Musizi, Eucalyptus	10,000	Busaba	10,000	Budaka	Lyama	Hass avocado, Mangoes, Bathdavia and Jackfruit, Musizi, Eucalyptus	10,000	Nansanga	10,000	Kibuku	Nandere	Hass avocado, Mangoes, Bathdavia and Jackfruit, Musizi, Eucalyptus	10,000	Kaliro	Namwiwa	Hass avocado, Mangoes, Bathdavia and Jackfruit, Musizi, Eucalyptus	10,000	Kisinda	10,000																					
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Output	Planned Activities	Status at MTE
		Earlier plantation activities were carried out by Eco Trust, wherein 160,373, tree seedlings were supplied (this could not be validated at MTE). Apart from the Plantation of trees, the other planned sub-activities (as per project design) did not happen.
	Activity 1.4: Design and construct or rehabilitate 5 small-scale water storage and retention facilities in critical waterways for communities to benefit from enhanced ecosystem functioning.	The project supported a study for assessment of the micro irrigation at the selected sites of the five project districts. However, going forward the project, instead of small water storage and retention facilities, is supporting the construction of wells. At the time of MTE, contracts for the excavation and construction of wells were awarded, with the schedule to complete the activity by the end of Dec 2023.
	Activity 1.5: Carry out environmental and Social Impact Assessments for relevant project activities	As per the project design, Environmental and Social screening was to be done for specific activities under Output 2, as a preparatory step to enable necessary mitigation measures to be applied. At the time of MTE, this activity was yet to be carried out. Further, at the time of MTE, the work for implementation of livelihood projects was being implemented.

Based on the status of the planned activities for Output 1, the progress towards achievement of results for Output 1, in terms of the indicators has been carried out as per details in Table 10.

Table 10: Progress towards results: Output 1 – Degraded Wetlands, natural grasslands and associated catchments restored and or rehabilitated and intact wetlands protected

Indicator	Baseline Level ²⁰	End of Project Target	Target for Yr. 2 ²¹	Level as per Annual Report for Yr. 2 ²²	Assessment at MTE	Rating and status ²³ at MTE ²⁴
1.1 Area (Ha) of degraded wetlands restored	0	6,705	4,706	697	The assessment at MTE is largely based on the performance for Activity 1.2. The project has done the demarcation of 117 km for the wetland, (restoration of 2,239 Ha of degraded wetland . Demarcation of wetland for one of the districts is yet to be done.	Moderately Satisfactory (MS) The achievement against indicator is likely to fall short of the target. Further, the demarcation of degraded wetlands in one of the districts is yet to be done. Also, the activity of demarcation (and restoration) is considerably delayed
1.2 Area (Ha) of degraded catchment restored and/or	0	1,422	606	324	Assessment at MTE is based on the work carried out against Activity 1.3. For the restoration of the degraded catchments, the	Moderately Satisfactory (MS) Apart from the plantation, no other activity (e.g.,

²⁰ As per Project Document, Baseline Year is 2020

²¹ As per Project Document. The TOR requires the Mid Term Targets to be compared with the results at the time of MTE. The log-frame has not provided for Midterm targets. As MTE is being conducted after completion of second year (out of total implementation period of 3 years) the targets provided in the log-frame for the end of 2nd year is being used in this Table

²² The TOR for MTE requires the use of reported figures in the first year, however, the results reported in the second annual report are being used in this Table as the MTE is being conducted much after the completion of the second year of project implementation.

²³ Indicator Assessment Key:

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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²⁴ HS= Highly satisfactory, S= Satisfactory, MS= Moderately Satisfactory, MU= Moderately Unsatisfactory, U= Unsatisfactory, HU= Highly Unsatisfactory

Indicator	Baseline Level ²⁰	End of Project Target	Target for Yr. 2 ²¹	Level as per Annual Report for Yr. 2 ²²	Assessment at MTE	Rating and status ²³ at MTE ²⁴
rehabilitated					<p>project supported the plantation of trees in the catchment areas. As per the Project team, during April-May 2023 tree seedlings (90,000) were planted in the catchment areas of the wetlands, restored as per details given in Table 9.</p> <p>There is no document to support the plantation of the trees. However, the fund utilization matrix for the project at MTE supports this to some extent. The survival rate of the seedlings is not known.</p>	development of management plans etc.) was carried out for the restoration of the catchment areas.
1.3 Number of intact wetlands protected	0	5	3	4 <ul style="list-style-type: none"> • Magongolo and Hisiro in Butaleja district • Nandere in Kibuku district • Section of Mpologoma in Namutumba district 	<p>Assessment at MTE is based on the progress towards Activates from 1.1 to 1.5 as per Table 9.</p> <p>Work for the protection of wetlands has been carried out in 5 wetlands. However, the work did not include all the activities envisaged in the project design.</p>	<p>Moderately Satisfactory (MS)</p> <p>Although the work for the protection of wetlands has been carried out in 5 wetlands, it did not include all the activities envisaged in the project design. E.g., at the time of MTE activity 1.4 was under progress. Also, the work being carried out under activity 1.4 is not what was originally envisaged in the project design.</p>

Based on the status regarding achievement of targets for different indicators, the **progress towards achievement of results for Output 1 is rated as Moderately Satisfactory.**

5.1.2 Progress towards results – Output 2

Output 2, of the project is to strengthen existing agricultural livelihoods by introducing climate-resilient practices and sustainable land management, as well as introducing new opportunities for livelihoods that use sustainably managed wetlands. Output 2 is targeted at increasing the productivity within the landscapes, building resilience to climate change, and enhancing sustainable development.

Within Output 2, the component for strengthening the existing agriculture livelihood, the planned activities included the introduction of climate-resilient agricultural practices, conservation agriculture, and crop diversification (e.g., planting drought-tolerant crops, early maturing crops, adopting multiple cropping techniques to spread risks). For the component of introducing the new opportunities for livelihood the planned activities included introducing ecotourism, aquaculture, poultry, and dairy production.

Table 11 provides the details of the activities for Output 2. The Table also provides the status at MTE regarding implementation of the planned activities.

Table 11: Planned activities for Output 2 and the status at MTE

Output	Planned Activities	Status at MTE
<p>Output 2: Improved agricultural practices and alternative livelihood options in the wetland and associated catchment areas promoted</p>	<p>Activity 2.1: Establish incentive schemes to organised groups/ communities for ultimate restoration and rehabilitation of degraded wetlands and associated catchments.</p>	<p>For carrying out this activity, ECOTRUST was taken on board, at the stage of project design. The main task of this activity was to design and implement a scheme of payments for ecosystem services, wherein the community members in the catchment area were to get paid for the carbon credits generated due to activities for restoration work in the catchment areas.</p> <p>ECOTRUST carried out some preliminary work and prepared some of the basic documents. The services of ECOTRUST were discontinued and no further work happened under this activity.</p> <p>During the remaining implementation period of the project, no further work for this activity is likely.</p>
	<p>Activity 2.2 Develop abstraction and distribution of water for development of capture fisheries, aquaculture and micro irrigation.</p>	<p>At the inception stage of the project, the work against this activity was outsourced to BRAC. BRAC was to carry out the following specific work:</p> <ul style="list-style-type: none"> • Inventory of baseline for all existing water ponds. • Provision of agricultural inputs (Fish Fingerlings Catfish and Tilapia, Hybrid and improved seeds for agricultural transformation • Support the establishment of integrated groundwater and soil management (harvesting and canalization) facilities and fruit/horticultural orchards in community-managed/ owned farms • Provide and install 5 sets of solar-powered drip irrigation facilities for the production of high-value horticultural vegetable crops and marketing • Construct 2 community-managed roadside market stalls for women and youth groups (WASH facilities inclusive) • Provision of technical assistance services (enterprise development experts, fisheries, social scientists, water, NRM, Aqua culturalists <p>Against this, the only credible work that was completed by BRAC is the preparation of an inventory of existing water ponds. The other work done by BRAC is the construction of two roadside market kiosks. The services of BRAC were discontinued.</p> <p>The project team has subsequently taken up the construction of two more markets (in addition to constructing a latrine for the previously constructed market in Budaka). At MTE these markets were under construction. The project team plans to construct two more markets (procurement was underway at the time of MTE).</p>
	<p>Activity 2.3 Promote resilient agricultural best practices</p>	<p>Like Activity 2.2, at the time of the inception of the project, the work for this activity was also outsourced to BRAC. Specific work with BRAC was outsourced to BRAC is as follows;</p> <ul style="list-style-type: none"> • Select, train, and facilitate 50 lead farmers as TOT of good agricultural practices • Establish farmer registration and profiling platform • Establish small demo sites to train smallholder farmers • Facilitate community agricultural extension workers to implement climate-smart conservation agriculture practices • Provide inputs to farmers groups including early maturing crop and vegetable seeds, farm tools, micro-irrigation equipment, poultry inputs, fruit trees, treadle pumps, family drip irrigation system, water

Output	Planned Activities	Status at MTE
		<p>tanks and other accessories, polyethylene and gunny bags for vertical gardens around their homesteads.</p> <p>BRAC completed the task of establishing the farmer registration and profiling platform. BRAC also completed the task of facilitating the community agriculture extension workers to implement climate-smart agriculture practices. However, with the discontinuation of the services of BRAC, the effectiveness (in terms of actual benefit for the project) of these two tasks was not realized.</p> <p>At the time of the MTE mission, the project team mentioned that the project provided solar PV-based portable water pumps to some of the groups in the community (on group sharing basis) for use in home gardens along with some farm inputs (seeds, fertilizer, etc.) and there are plans to provide more such pumps to the communities. However, this could not be validated at the time of MTE, due to the absence of supporting documents.</p>
	<p>Activity 2.4: Develop alternative livelihoods options through promoting gender responsive on and off-farm business enterprises.</p>	<p>The work for this activity was also outsourced to BRAC. Specific work which BRAC was to do is as follows:</p> <ul style="list-style-type: none"> • Identify and train women and youth groups implementing off-farm businesses and startups • Provisions of livelihood support kits (in calf heifers, improved goats, turkeys, and improved broiler chicken, piggery, beekeeping, value addition, and small agro-processing facilities, grants • Provide business incubation services to 50 selected women and youth groups in, e.g., Craft-making, Cookery, pot making, agro-processing, energy-saving • Training of existing 50 groups in savings and credits models • Facilitate Financial Literacy and Entrepreneur Training for 50 women and youth groups <p>The only task that could be completed by BRAC is the training in savings and credit models (including financial literacy and entrepreneur training). With the discontinuation of the services of BRAC, no other task could be carried out.</p> <p>Post discontinuation of the services of BRAC, the project team is carrying out the work on its own, however, there is a considerable delay. At the time of MTE, the project beneficiaries were organized into groups. According to the project team, as of Sep 2023, the number of target households registered was 9302 which were structured into 563 groups with an average percentage composition of 35.48% women.</p> <p>At the time of MTE orders were placed or were being placed for supporting these groups for different means of livelihood (Poultry, Tailoring, fisheries, Dairy, cows, goats, etc.). Given the fact that there is hardly any time left for the closure of the project, completion of the promotion of the alternative means of livelihood is likely to overflow the implementation timelines of the project, unless an extension for implementation of the project is provided.</p>

Based on the status of the planned activities for Output 2, the progress towards achievement of results for Output 2, in terms of the indicators is given in Table 12.

Table 12: Progress towards results: Outcome 2 – Improved agricultural practices and alternative livelihood options in the wetland catchment

Indicator	Baseline Level ²⁵	End of Project Target	Target at End of Yr. 2	Level as per Annual Report for Yr. 2	Assessment at MTE	Rating and status at MTE
2.1(a) Number of household heads disaggregated by sex and social determinants (age, disability) benefiting from agricultural incomes in the project sites	TBD	33,000	22,000	185 The project has mobilized the registered beneficiaries into groups with only 10% of the groups requesting for agricultural crop enterprises. Most groups are requesting livestock production, especially goats and cattle	Assessment at MTE is based on the work carried out under Activity 2.2. The only credible achievement under Activity 2.2 is the creation of a market kiosk to help the farmers sell their farm produce. There is no achievement as far as increasing the farm income (due to the use of micro irrigation systems and use of high yield varieties etc.) of the farmers is concerned.	Unsatisfactory (U) Non-performance of the project against this indicator is firstly due to absence of required work for promoting the climate resilient agriculture practices and secondly due to unrealistic target. As was mentioned earlier (please see section 4.2), the target against this indicator is unrealistic and is not achievable.
2.1 (b) Number of household heads disaggregated by sex and social determinants (age, disability) that are benefiting from alternative livelihoods introduced by the project		33,000	22,000	1670	Assessment at MTE is based on the work carried out under Activity 2.3. As explained earlier, (please see Table 11) the work under activity 2.3 got severely delayed. At the time of MTE orders were placed/ were being placed for supporting the community members for different means of livelihood.	Unsatisfactory (U) Completion of ongoing pilots for alternative means of livelihood is likely only in case an extension for implementation of the project is provided. Even completion of the planned pilots will not be led to achievement of the target for this indicator. Although, as was mentioned before (please see section 4.2) the target for this indicator are unrealistic and unachievable, the assessment at MTE has been done in terms of the targets mentioned in the project design.
2.2 Percentage of women who benefit / have control of livelihood interventions such as water and household incomes in the project sites.	TBD	50% of people involved are women	50% of people involved are women	51%	According to the project team, as of Sep 2023, the number of target households registered was 9302 which were structured into 563 groups with an average percentage composition of 35.48% women.	Moderately Unsatisfactory (MU)

²⁵ As per Project Document, Baseline Year 2020

At an aggregate level, the progress towards results for Output 2 is lagging. At MTE the assessment is that the targets for different indicators are not likely to be achieved by the end of the project. The reasons for not that good performance include; delay in the start of the project implementation; change in the implementation arrangement multiple times; shortfall in the available funds partly due to inefficient utilisation of funds in the initial implementation arrangement with BRAC; unrealistic targets for the indicators in the project design.

The performance of the project for Output 2 is expected to improve significantly in case an extension for project implementation is provided. It is recommended that an extension for implementation of the project be provided (please see recommendation 1).

At MTE, the progress towards achievement of results for Output 2 is rated as Unsatisfactory.

5.1.3 Progress towards results - Output 3

The objective of Output 3, of the project is to disseminate the results from the project within and beyond the project intervention area through existing information-sharing networks and forums. The project was to identify and participate, in scientific, policy-based, and/or any other networks, which may be of benefit to the project. Project results were to contribute to water and environment sector performance reports, UNDP, and ADA annual reports. Some of the project monitoring activities were also clubbed in Output 3

Table 13 provides the details of the activities for Output 3. The Table also provides the status at MTE regarding the implementation of the planned activities.

Table 13: Planned activities for Output 3 and the status at MTE

Output	Planned Activities	Status at MTE
Output 3: Knowledge Management and Communication	Activity 3.1: Design and implement a communication and stakeholder engagement strategy and plan	A strategy and communication plan for the project was prepared. However, when it comes to implement the strategy and the plan, the project has fallen short of the requirements in the plan.
	Activity 3.2: Carry out monitoring of implementation	The monitoring of the implementation of the project implementation had been quite weak. Annual reports were prepared for the two years of project implementation. No quarterly and half-yearly reports were prepared. As per the cost-sharing agreement between UNDP and ADA, the project was to prepare and share the following monitoring reports. <ul style="list-style-type: none"> • Semi-annual technical progress reports • Semi-annual financial reports
	Activity 3.3: Design and implement a comprehensive monitoring and evaluation framework (including baseline data collection)	No work has been carried out under this activity
	Activity 3.4: Conduct project inception workshop and launch	A project inception workshop was organized. However, the inception happened after about six months from the project start date leading to a delayed start of the project implementation.
	Activity 3.5: Conduct Midterm Review and Terminal Evaluation of the project	Mid Term Review /Evaluation of the project is happening. However, it is happening with a significant delay, thereby losing the opportunity to carry out any mid-term correction to enhance the project results.

Output	Planned Activities	Status at MTE
	Activity 3.6: Conduct Annual Audits for the project	No work has been carried out under this activity

As per the project team, in addition to radio talk shows, the project intends to extend sensitization programs in Primary and Secondary Schools in the project area. This work will however be carried out in case an extension for project implementation is granted. Apart from the Activities mentioned in Table 13, the project team engaged the community members through regular visits to the project sites.

At the time of MTE, the one of the activities under Output 3 was the ongoing MTE of the project. Based on the status of the planned activities for Output 3, **the progress towards achievement of results for Output 3 is rated as Moderately Unsatisfactory**

5.1.4 Progress towards results – Project Objectives

The objective of the project is the restoration of degraded wetland and catchment areas and the enhancement of the resilience of communities in the wetland and the associated catchment ecosystems in selected, districts of the River Mpologoma Catchment area. While Output 1 of the project is focused on the restoration part of the project, Output 2 is focused on the enhancement of the resilience of the communities. Output 3 of the project is focused on dissemination of the results of the project.

During the remaining implementation period of the project, completion of the pilots for supporting the communities to increase farm income by adopting climate-resilient agriculture practices and alternate means of livelihood will happen only if an extension for project implementation is provided. As mentioned in the project document, the reasons for the degradation of wetland includes the need to increase the food production by the farmers (to feed the growing population) and the desire to increase the income levels. With the shortfall in the results of Output 2 of the project, these reasons for the degradation of the wetlands remain unaddressed. Although, with an extension (please see recommendation 1) in the project implementation period, the ongoing pilots for Output 2 would get completed, thereby improving the situation to some extent, any significant improvement in the results of the project is not likely. With the limitation regarding the availability of funds for Output 2, the resources have been thinly spread out. This has led to a situation where the pilots for Output 2 are not likely to provide a sustained increased level of income.

Based on the progress towards results for the three Outputs of the project as discussed in the above paragraphs, **the overall progress towards results of the project is rated as Moderately Unsatisfactory**

5.2 Effectiveness

Mid-term Evaluation questions (see Annex B)

Effectiveness
<ul style="list-style-type: none"> Was the project effective in acquiring a policy guidance for future developments in the field of wetland restoration in Eastern Uganda? How is the Project addressing wetland restoration and improved livelihoods of wetland users? How is the Project contributing to avoiding wetland degradation across policies and cross-cutting mandates?

The project design has not provided for any policy-level interventions for restoration of the degraded wetlands. Although, with the completion of most of the activities under Output 1, the project has been able to achieve restoration of the degraded wetlands and associated catchment areas, the achievement is expected to fall significantly short of the targets for the project. However, the strategy of the project to ensure long-term and continued health of the catchments (and thereby the wetlands) and increased income level of the households, by using the carbon credits did not happen. It is not possible to ensure that in future the increasing population coupled with the desire to increase income levels, will not lead to the degradation of the catchment areas and the wetlands. **The effectiveness of the project is rated as Moderately Unsatisfactory.**

6. FINDINGS: PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT

This Chapter describes the appropriateness and functioning of project management; work planning; monitoring and evaluation; relations with stakeholders; overview of planned and realized budget expenditures.

6.1 Management arrangement

Mid-term Evaluation questions (see Annex B)

- What other partners can be involved in the Project in a meaningful way to streamline the issue and bypass or address the institutional and policy fragmentation of the environment and wetland degradation in Eastern Uganda?
- Were the relevant representatives from government and civil society involved in project implementation, including as part of the project?
- To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?
- How did institutional arrangements influence the project's achievement of results?

In an earlier section of this MTE report, outlines of the planned implementation arrangements for the project were provided (please see Section 3.4). However actual arrangement, for implementation of the project was completely different from what was planned at the 'project design' stage. Further, the implementation arrangements changed midway during the project implementation. The following paragraphs provide details of the actual implementation arrangements for the project.

The project has been implemented by UNDP CO, Uganda under the 'Direct Implementation Modality', At the project design stage role of an NGO (ECOTRUST) was envisaged for some of the specific activities. The specific role that was envisaged for ECOTRUST was to implement a payment for environmental services (PES)/ 'carbon credits' facility for the project. It was envisaged that the PES facility would provide an opportunity for the financing need beyond the project to, firstly sustain the restoration of the catchment areas and secondly to provide an additional source of income to the households within the 'catchment areas'.

At the stage of the inception of the project another NGO (BRAC) was roped in for implementation of the livelihood component (Output 2) of the project. There is no clarity regarding the procedure followed to bring BRAC on board. Further, the approval process followed, for a major change in the implementation arrangement of the project is not clear.

With the outsourcing of the project activities for the two main Outputs of the project, to the NGOs, the PMU was not formed. The responsibility for implementation of the project was taken by UNDP CO. 'Project Technical Committee' and the 'Project Board' were not constituted. The absence of the 'project board', deprived the project, of the benefit of guidance from those stakeholders, which are responsible for the management of wetlands at the federal level in the country and those who are the subject matter experts at the National Level. It is recommended (please see recommendation 2) that for a future project of this nature, a proper steering committee/project board should be constituted and regular meetings of the steering committee/project board should be organized. Further, it is recommended that for the remaining implementation period of the project, the 'Project Board for the 'GCF wetland restoration project' which is presently under implementation in the country, be requested to act as the 'project board' for the ADA-funded project as well.

Under the new scheme for implementation of the project, the two NGOs worked directly with the local government officials at the district level for implementation on the ground, of the activities to achieve the desired Outputs. This scheme for implementation was followed since the inception meeting (August 2021) of the project. However, this arrangement was discontinued by UNDP CO in April 2022, due to lack of performance and results by the two NGOs.

With discontinuation of the services of the two NGOs, it was decided to constitute a PMU for implementation of the project. A PMU was put in place and a project manager was hired. The project manager came on board

in July 2022. Since the formation of the PMU, the project has been implemented on the ground with the support of government officials at the district level.

Relevant representatives from government and civil society at the local government level are actively involved in project implementation, and the officials of the local government are working as part of the project implementation team. However, there is practically no involvement of government officials at the federal level. Given the absence of the ‘project board’ and the ‘technical advisory committee’ the project implementation is not getting the benefit of involvement of the wider spectrum of stakeholders.

The current partnership arrangement with the government at the local level is working well. Going forward it will help to include the veterinary doctor and other staff in the training schedule of the project, so that they can take care of the requirements of the bread of the animals and fisheries being introduced under Output 2 of the project.

Project-level monitoring and evaluation; reporting; and project communications to support the implementation of the project have been quite weak. Annual reports were prepared for the two years of project implementation. No quarterly and half-yearly reports were prepared. As per the cost-sharing agreement between UNDP and ADA, the project was to prepare and share; Semi-annual technical progress reports and Semi-annual financial reports.

6.2 Finance and co-financing

The project budget and sources of funds²⁶ for the project are summarised in Table 14 and Table 15 below:

Table 14: Project Budget (as per Project Document) (Figures in Euro)

Output / Cost Head	Yr. 1	Yr. 2	Yr. 3	Total
Output 1	356,450	262,901	189,928	809,279
Output 2	427,350	361,610	50,000	838,960
Output 3 - Knowledge Management	101,000	80,100	45,853	226,953
Project Management Support	80,306	77,806	77,807	235,918
Total²⁷	972,143	789,454	349,514	2,111,110

Table 15: Project Planned Sources of Funds (as per Project Document)

Funding Source	Amount (Euro)
ADA	1,900,000
UNDP	211,110
Total	2,111,110

As can be seen from the Table, at the time of project approval, the only co-financing was committed by UNDP. At the time of MTE, the utilization of the funds was quite less, which is in line with the delays in the implementation of the project and not that good progress towards the achievement of the results. Table 16 provides the details of the utilization of the funds at the time of MTE. At the time of MTE, the actual utilization of the funds was only about 40 percent. The open POs at the time of MTE are about 19 percent of the overall project budget. About 87 percent of the open POs are for Output 2 of the project.

²⁶ As per project Document

²⁷ Figures has been taken from the project document, however, corrections has been made in the totalling for the individual years.

Table 16: Budget Utilisation at MTE²⁸ (Figures in USD)

	2021	2022	2023	Subtotal	Open POs	Total
	3,348	-41	-	3,307		3,307
Output 1	34,295	132,113	103,326	269,734	127	269,861
Output 2	245,582	5,981	110,664	362,227	3,51,068	713,295
Output 3	44,050	67,355	15,798	127,204	49,758	176,962
Project Management	6,022	73,505	14,075	93,602	858	94,460
Total	333,298	278,913	243,863	856,074	401,811	1,257,884

One of the issues at the time of MTE was the effectiveness of the project in terms of progress towards results, particularly for Output 2 and Output 3. As was mentioned earlier (please see section 5), with the present situation, the project is unlikely to achieve the target values for the indicators.

6.3 Implementation and efficiency

Mid-term Evaluation questions (see Annex B)

- How well has the project involved and empowered communities to implement management strategies as they relate to wetland degradation in Eastern Uganda?
- How has the project incorporated gender issues as they relate to wetland degradation in Eastern Uganda?
- What is causing delays in the implementation and delivery of outputs of this Eastern Uganda wetland restoration project? In what outputs?
- What are the implementation 'bottlenecks'? How can these issues be solved?
- What changes need to be implemented?
- Was the project implemented efficiently, in line with international and national norms and standards?
- Was adaptive management used thus far and if so, how did these modifications to the project contribute to obtaining the objectives?
- Has the project been able to adapt to any changing conditions thus far?

Details of the project implementation arrangements (as per the project document) were deliberated upon in an earlier section (section 3.5). The project design provided for a structured implementation arrangement. The actual implementation arrangement for the project was discussed in an earlier section (please see section 6.1) of this MTE report. Actual implementation arrangements for the project were much different (at least in the first year of project implementation) than what the project design provided. After about one and half years from the project start date, efforts were made to adopt the implementation arrangement as per the project design, but the establishment of the project steering committee and 'technical committee' were missed.

The time lost while experimenting with the implementation arrangement coupled with unsatisfactory performance under the changed implementation arrangement are amongst the reasons for not that good results of the project at MTE.

With the multiple changes in the implementation arrangements consultations and interactions with the communities was done by multiple agencies and multiple time. This apart from duplication of efforts led to inefficient utilization of time and resources and led to some confusion amongst the community members. Although, time and resources were spent the desired results from the interactions with the communities did not get realized cost-effectively.

The project design has provided gender-segregated indicators for Output 2. At MTE there is no achievement of results for Output 2, except for the formation of 'groups of community members', which will be provided support by the project. Participation of women in the groups is less than the desired level.

As mentioned earlier, the time lost while experimenting with changed implementation arrangements is one of the main reasons for the delays in implementation and delivery of outputs (particularly for Output 2).

²⁸ As per figures shared by the project team

Achievements for Output 3 are lacking partly due to delays in results for Output 1 and Output 2, as there are no success stories to share and communicate.

At the time of MTE mission, the project team shared that to partly make up for the time lost, the project is seeking a no-cost extension for project implementation. Such an extension, if granted would help the betterment of the results for Output 2 and Output 3 of the project.

With considerable delays and with the lack of performance by the NGOs to whom the implementation of the project was outsourced, some of the resources (funds) did not get utilized appropriately. This is one of the factors which negatively impacted the efficiency of the project. Apart from this at the time of MTE, the expenses for Output 3 (knowledge management and communication) are of the order of 15% of the overall expenditure, that to without much work and results for Output 3.

At MTE efficiency of project implementation is rated as Unsatisfactory.

6.4 Reporting

As per the cost-sharing agreement between UNDP and ADA, the project was to prepare and share the following monitoring reports.

- Semi-annual technical progress reports
- Semi-annual financial reports

Annual reports were prepared for the two years of project implementation. No quarterly and half-yearly reports were prepared.

The reporting aspect of the project management is rated as Moderately Unsatisfactory.

6.5 Communications

The project team has not established formal and informal communication channels for internal and external communication. The project does not have any other effective ways of communication, internally or externally. In line with the provisions in the project design a communication strategy for the project was prepared. However, the provisions in the communication strategy did not get implemented.

The project team undertook tours in the project districts to establish contacts and gather information while meeting the critical stakeholders for the project (officials of the local government and the community leaders).

The communications aspect of the project management is rated as Unsatisfactory.

6.6 M&E systems

The monitoring of the implementation of the project implementation had been quite weak. Annual reports were prepared for the two years of project implementation. No audits got conducted and no half-yearly monitoring reports (required as per the cost sharing arrangement with the funding agency) were prepared.

Mid Term Review /Evaluation of the project is happening. However, it is happening very close to the project end date, thereby losing the opportunity to carry out any midterm correction to enhance the project results. There is no 'project board' to carry out the M&E activities.

6.7 Stakeholder engagement

In an earlier Section (please see section 3.7) of this MTE report, details about the identified stakeholders at the time of project design and inception of the project were provided.

The main formal platform for engaging the stakeholders was the ‘Project Board’ and the ‘Technical Committee’. However, during project implementation the ‘Project Board’ and the ‘Technical Committee’ were not formed, due to which the project implementation did not get the benefit of guidance from the stakeholders at the national level and the experts.

Local communities in the wetlands were taken on board for implementing the project on the ground.

At the mid-term of the project, **Stakeholder engagement at an aggregate level is rated as Moderately Satisfactory.**

7. FINDINGS: SUSTAINABILITY

Mid-term Evaluation questions (see Annex B)

- Sustainability possibilities; Does the Project have an exit strategy? What components should an exit strategy have for this project?
- Social sustainability factors: Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?
- Political/financial sustainability: Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits?
- Which of the project's aspects deserve to be replicated in future initiatives?

Assessment of the sustainability is done based on the results achieved or likely to be achieved by the project. By the end of the project, the performance regarding demarcation and restoration of degraded wetlands (please see Activity 1.2 in Table 9) is likely to get completed and performance for all other activities is likely to lag. Thus, the assessment at MTE is essentially for the sustainability of results for the restoration of degraded wetlands.

The objective of the project is to restore selected degraded wetlands and the associated catchment areas. The project design apart from the restoration of degraded wetlands has provided support for the sustainability of the restored wetlands by way of promotion of enhanced food/income and by way of promoting alternate (alternate of agriculture) means of livelihood. Thus, the project has the following two outputs as follows;

Output 1: Restoration and sustainable management of the natural resources of the catchment

Output 2: Improved agricultural practices, alternative livelihoods, and water resource management for socio-economic growth.

The overall strategy of the project comprises of restoration of wetlands (under Output 1) and supporting the sustainability of the restored wetlands by (Output 2), which comprises of the following;

- a) Providing for a scheme for payment for environment services (carbon credits) for management of the catchments of the restored wetlands. Such a scheme was envisaged to provide a continued incentive to the households to sustainably manage the restored/protected catchment areas, for a very long period
- b) increased production of food by adoption of modern and climate resilient agriculture practices
- c) providing for alternative means of livelihood

At MTE the assessment is that by the close of the project, there will be achievement of results towards restoration of degraded wetlands. However, the achievement of the parts of the project that support the sustainability of the rehabilitated wetlands would not be good enough. Out of the three measures (a, b, and c in the above paragraph) for supporting the sustainability of the rehabilitated wetlands and the associated catchment area, a) is not likely to happen at all. At MTE the performance for b) is not there (except for the provision of some portable solar PV pumps, and farm inputs to a couple of farmers), performance of c) is almost negligible. Against a) the project has provided seedlings to the community members for plantation. The performance of the plantation is not known.

In the project document, the reasons cited for the degradation of wetlands include increased demand for food due to growing populations and lack of means of livelihood to support the growing population coupled with the desire to have better earnings. With the unlikely performance of the project on the three measures (measures a, b and c in the above paragraph) which were planned to support the sustainability of the restored wetlands, the project results would not address the reasons (increase in food demand and means of livelihood) for degradation of the wetlands. Under such conditions to sustain the results of the project regarding restoration

of the degraded wetlands, enforcement of law and guarding of the demarcated wetland areas would be required, which would in itself be a challenge.

Although, the project does not have an exit strategy. Efforts toward sustainability are built into the overall project strategy. The project had plans to create awareness amongst communities regarding the importance of wetlands, however, such plans could not be implemented till the time of MTE. From the viewpoint of social factors, there are risks to the results of the project. The increasing need for food and absence of 'means of livelihood' would lead the community members to once again start exploiting the wetlands.

Policies, legal framework and governance structure are in place in the country to help sustain the results of the project. From a political/financial viewpoint, there are no risks to the sustainability of the project results. In the absence of any significant results, the potential for replication of the results in future projects is not there.

At an aggregate level, the sustainability of the results of the project is Moderately Likely.

8. CONCLUSIONS AND RECOMMENDATIONS

8.1 Conclusions

Mid-term Evaluation questions (see Annex B)

- Given the level of achievement of outputs and related inputs and activities to date, is the Project likely to achieve its Immediate Purpose and Development Objectives?
- Are there critical issues relating to the achievement of project results that have been pending as on date and need immediate attention immediately after MTE?
- A commentary on the "Expected Situation at the end of the Project" as envisioned at the MTE and recommendations, if any required, for accelerating the pace of work;

8.1.1 Summary of main findings and ratings

The following Table provides a summary of the ratings for;

- Progress towards Results
- Project Objectives
- Implementation and Adaptive Management
- Sustainability

Table 17: Mid-term Evaluation ratings and achievements summary

Measure		MTE Rating ²⁹	Achievement Description
Project Strategy		Not Rated	<p>The project design, apart from restoration of the degraded wetlands and the associated catchment areas, has provided for sustainability of the restored wetlands by way of promotion of enhanced food/income; promoting alternate (alternate of agriculture) means of livelihood; provision for payments for environment services (carbon credits in the voluntary carbon markets) for carbon sequestration due to plantation in the catchment areas.</p> <p>The project strategy is sound enough, except for the carbon credits part of it. The project design did not provide any assessment regarding the extent of revenue that is planned to be realized due to the sale of carbon credits, further, there was no formal or informal commitment to the sale of carbon credits. As is known there are lot of uncertainties regarding carbon credits (more so for the carbon credits due to sequestration or 'land use land use change' kind of activities)</p>
Progress towards results	Project Objectives	Moderately Unsatisfactory	<p>As MTE implementation of some of the planned activities under the project could not be started. Further, the implementation of some of the activities is very much delayed and completion of the implementation is unlikely to the planned level.</p> <p>The objective of the project is the restoration of degraded wetlands and catchment areas. The sustainability of the restored wetlands is to be supported by way of payments for carbon credits; enhancing the resilience of communities through enhanced food production and alternate means of livelihood. While Output 1 of the project is focused on the restoration part of the project and carbon credits, Output 2 is</p>

²⁹ HS: Highly Satisfactory, S: Satisfactory, MS: Moderately Satisfactory, MU: Moderately Unsatisfactory, U: Unsatisfactory, HU: Highly Unsatisfactory, L: Likely, ML: Moderately Likely, MU: Moderately Unlikely, U: Unlikely, NR: Not Rated

Measure		MTE Rating ²⁹	Achievement Description
			<p>focused on enhancing the resilience of the communities. Output 3 of the project is focused on dissemination of the results of the project.</p> <p>By the end of the project, completion of the pilots for supporting the communities to increase the farm income by adopting climate-resilient agriculture practices and alternate means of livelihood to the level envisaged in the project design is unlikely.</p> <p>Although, with an extension in the project implementation period, the ongoing pilots for Output 2 would get completed, thereby improving the situation to some extent, any significant improvement in the results of the project is not likely. With the limitation regarding the availability of funds for Output 2, the resources have been thinly spread out. This has led to a situation where the pilots for Output 2 are not likely to provide a sustained increased level of income.</p>
	Outcome 1	Moderately Unsatisfactory	<p>Output 1 of the project aims at restoring and strengthening the resilience of the physical attributes of the target wetlands and associated catchment areas by improving reforestation, water flow, storage, and indigenous species. The activities to be undertaken to achieve Output 1 were targeted at the reduction of environmental degradation. The assessment at MTE is that, although, by the end of the project, the work of demarcation of wetlands targeted for restoration will be completed, the achievement will be significantly short of the target for the project. There are no specific efforts under the project for restoration of the degraded wetland and it is envisaged that once the activities within the wetlands are stopped, the restoration would happen over a period, due to natural healing.</p> <p>At the time of MTE, the planned activity of development of the management plans for the wetlands could not be started.</p>
	Outcome 2	Unsatisfactory	<p>Output 2, of the project is to strengthen existing agricultural livelihoods by introducing climate-resilient practices and sustainable land management, as well as introducing new opportunities for livelihoods that use sustainably managed wetlands. Output 2 is targeted at increasing the productivity within the landscapes, building resilience to climate change, and enhancing sustainable development.</p> <p>At MTE the progress towards results for Output 2 is lagging. The reasons for not that good performance include; delay in the start of the project implementation; change in the implementation arrangement multiple times; shortfall in the available funds partly due to inefficient utilisation of funds in the initial implementation arrangement; and unrealistic targets for the indicators in the project design.</p> <p>The performance will improve in case an extension for project implementation is provided.</p>
	Outcome 3	Moderately Unsatisfactory	<p>This Output of the project is to disseminate the results from the project within and beyond the project intervention area through existing information-sharing networks and forums. Apart from</p>

Measure		MTE Rating ²⁹	Achievement Description
			<p>this, the project was to identify and participate, in scientific, policy-based, and/or any other networks, which may be of benefit to the project. Some of the project monitoring activities were also clubbed in Output 3</p> <p>The project prepared a communication and stakeholder strategy, However, the provisions in the strategy did not get implemented. At the time of MTE, the work under Output 3 was the ongoing MTE of the project. As per the project team, in addition to radio talk shows, the project intends to extend sensitization programs in Primary and Secondary Schools in the project area. This work will be planned to be carried out, in case an extension for project implementation is granted.</p>

8.1.2 Conclusions

At the time of MTE, the only planned activity of the project that could be carried out successfully was the demarcation of the wetlands, where restoration of degraded wetlands is to be carried out. None of the other activities planned under the three outputs of the project could make any notable progress. As the MTE is being carried out very close to the project end date (only two more months of project implementation), no significant improvement in the situation is likely, unless an extension for project implementation is granted.

The reasons for the shortfall in the performance of the project include; delayed start of the project; change in the implementation arrangements of the project which did not work; absence of guidance as the project board and technical advisory committee did not get formed; delay in constituting the PMU and bringing on board the project manager; issues with the unrealistic targets for Output 2; unsuccessful use of the concept of carbon sequestration and carbon credits to support sustainability of the restored catchment areas and provide a revenue stream for the communities in the catchment area of the wetlands.

8.2 Recommendations

Mid-term Evaluation questions (see Annex B)

- Corrective actions for the design, implementation, monitoring, and Evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

Table 18: Recommendation at MTE

#	Recommendation	Rational	Description	Responsibility
1	It is recommended that a no-cost extension of six to nine months be granted for project implementation.	<p>Due to issues with the implementation of the project during the initial one and half year (out of a total of three years of project) of the project implementation, the activities for the results under Output 2 of the project has just been initiated and are not likely to be completed in the remaining three months of the project implementation.</p> <p>Also, due to the loss of time, there is practically no work on the front of knowledge sharing</p>	<p>A no-cost extension of the project will enable the completion of the activities and the achievement of the results under Output 2 of the project.</p> <p>An extension of the project implementation would also enable activities relating to the dissemination of the results, enabling the replication of activities about the work carried out for the promotion of alternate means of livelihood.</p> <p>The extension would also enable the implementation of the recommendations of the MTE, particularly those relating to enhancing the overall results of the project.</p>	UNDP CO, PMU, ADA

#	Recommendation	Rational	Description	Responsibility
		and dissemination of project results (under Output 3)		
2	It is recommended that the project request the Project Board of the presently ongoing GCF project for wetland restoration, to also act as the Project Board for the ADA-funded project.	<p>As no project board and 'technical advisory committee' for the project was constituted, the project did not get the benefit of guidance and inputs from the government officials at the federal level and the expert inputs.</p> <p>Inputs from the project board of the GCF project will help to share the experiences and learning across the two projects and also help to get the national perspective and inputs from the experts. This will not only help the present ADA-funded project but will also help the development of any future project.</p>	<p>The GCF-funded wetland project has overlapping geographical areas with the ADA project. Thus, it already has knowledge and background information regarding the socio-economic situation of the wetlands being restored under the ADA project. The project board also has an awareness regarding the challenges regarding the wetland restoration projects.</p> <p>Project progress/results may be shared with the project Steering Committee of the GCF project.</p> <p>Further, the communication channels of the GCF project may be used by the ADA project for information dissemination.</p>	UNDP CO, PMU
3	Involve persons with higher levels of skills for training and capacity-building aspects of Outcome 2 (alternate means of livelihood).	The officials of the local government themselves may have limited exposure to climate-resilient agriculture; practices. Thus, it is recommended to involve persons from other agencies who would have comparatively better knowledge and exposure to the subject.	<p>Under activities 2.2 and 2.3 of Output 2, the project has planned to introduce climate-resilient agriculture and farm practices. Training to the members of the community which will be provided support under the project, is an integral part of these activities.</p> <p>At the time of MTE discussions with the project team revealed that for the training part, the plans are to use the existing staff of the local government from the concerned departments. The officials of the local government themselves may have limited exposure to the climate-resilient agriculture; practices. Thus, it is recommended to involve persons from other agencies who would have comparatively better knowledge and exposure to the subject.</p>	PMU, UNDP CO
4	It is recommended that the training of the community members under Output 2, should include training on management issues, like cash flow cycles, preventive maintenance, financial management	<p>At the time of project inception, provisions were made for providing business incubation services, training on savings and credits models, facilitating financial literacy, and entrepreneur training. These tasks were outsourced from BRAC. With the discontinuation of the services of BRAC, these tasks could not be carried out.</p> <p>It will help the sustainability of the results of Output 2 if such tasks are carried out.</p>	The training of the community members may include management issues, like cash flow cycles, preventive maintenance, and enterprise management.	PMU, UNDP CO

#	Recommendation	Rational	Description	Responsibility
5	Include the community member whose land is not touching the wetlands being restored	Presently the beneficiaries under Output 2 for the development of skills for alternate means of livelihood and introduction of resilient and agriculture practices, are restricted to the persons whose lands are touching the wetlands being restored.	It is recommended that the community members, whose land is not touching the wetlands being restored, be included in the scheme for the introduction of alternate means of livelihood and climate-resilient agriculture practices. In case of constraints of resources, inclusion of such community members may be restricted to training and demonstration (without provision of material resources)	PMU, UNDP CO
6	For a future project of this nature, apart from the demonstration of pilots of solar PV-based pumps for irrigation, introduce schemes like hire purchase, leasing, etc. for the solar water pumps.	The introduction of an alternate scheme to finance the solar pumps (hire purchase, leasing, etc.) will help the farming communities to own solar PV pumps for their farm requirements. Ownership of the irrigation pumps will enable them to carry out rice cultivation and other cultivation (requiring irrigation) in the high lands thereby reducing the motivation to venture in the wetlands for agriculture.	The use of their resources by the farmers to buy solar PV water pumps would require a very strong demonstration of the benefits. Thus, the project design may provide for a couple of Solar pumps as grants. Strong demonstration and increase in income levels are expected to motivate the other farmers to replicate.	UNDP, ADA, and other funding agencies

ANNEX A. TERMS OF REFERENCE

TERM OF REFERENCE (TOR)

For the procurement of International Consultant to conduct Midterm Evaluation

I. GENERAL INFORMATION

Project/Program Title:	Restoration of Wetlands and Associated Catchments in Eastern Uganda
Scope of Advertisement:	International
Type of Contract:	Individual Consultant
Post Type:	International Consultant
Duty Station:	Home-based (with mission travel if possible)
Expected Areas of Travel:	Selected 5 districts (Butaleja, Kaliro, Budaka, Kibuku and Namutumba)
Languages:	English
Duration of Contract:	25 working days spread over a period of two calendar months
Start Date:	Immediately

II. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP Midterm Evaluation (MTE) of the full -sized project entitled **RESTORATION OF WETLANDS AND ASSOCIATED CATCHMENTS IN EASTERN UGANDA** implemented by the United Nations Development programme (UNDP) and the five-district local governments of Butaleja, Kaliro, Budaka, Kibuku and Namutumba. The project is funded by the Austrian Development Agency and implemented by UNDP.

The project was signed on August 13th, 2021, though full implementation commenced in September 2021.

III. BACKGROUND

This project seeks to support the Government of Uganda to restore wetlands and associated catchments by promoting catchment based integrated, equitable and sustainable management of wetlands resources while improving the livelihood of wetland dependent communities. It focuses on the Mpologoma catchment area within the Kyoga Water Management Zone. Proposed interventions respond to specific climate-related impacts and vulnerabilities of the Mpologoma catchment as outlined in the Mpologoma Catchment Management Plan. These include wise and sustainable wetland use, land management and reforestation, climate resilient agriculture and alternative livelihoods for communities of wetland-users to reduce the pressures on the wetlands.

The project will restore wetlands and their ecosystem services, based on wise-use principles and guidelines as outlined by the Ramsar Convention on Wetland and the Uganda Catchment Management Planning Guidelines. It targets wetlands in five districts of Eastern Uganda, namely Butaleja, Budaka, Kibuku, Namutumba and Kaliro with a total population of over 1.1 m people and a land area of over 2,961.6 Km². The prioritisation was done based on rapid rates of degradation of these wetlands which the project seeks to reverse. These five districts overlap with Green Climate Fund supported wetland restoration project and the project will leverage lessons from the GCF project and complement its impact by targeting additional resources towards these challenging sites.

The project will directly benefit 66,000 heads of households and indirectly benefit an estimated 1.1 million people, 50% of whom are women. Targeted communities depend on subsistence agriculture and wetlands for their livelihoods.

The project is aligned to the National Vision 2040, the Third National Development Plan, the Nationally Determined Contribution commitment to the Paris Agreement; National Climate Change Policy and Water and Environment Sector Investment Plan 2018-2030. Its mode of implementation is in line with the Parish Development Model and District and National Development Plans.

Being half –way the project life, this MTE will help to document the progress made so far, recommend strategies that will enhance delivery of intended project results commensurate with the investments made. This MTE will therefore act as a monitoring tool to assess project progress, draw lessons and challenges, and identify corrective actions to ensure that the projects is on track to achieve planned outcomes.

The overall goal or **development objective** of this project is to support restoration of wetlands and associated catchments by promoting catchment based integrated, equitable and sustainable management of wetland resources and associated catchments.

The project was designed to deliver on the objective through 3 outcomes including:

Outcome 1: Restoration and sustainable management of the natural resources of the catchment

Outcome 2: Improved agricultural practices, alternative livelihoods, and water resource management for socio-economic growth.

Outcome 3: Effective documentation and sharing of the lessons learned from the project.

PROJECT SUMMARY TABLE:

Project Title		Restoration of Wetlands and Associated Catchments Project in Eastern Uganda		
UNDP Project ID:	00126785	ADA financing (Eur)	1,900,000	
Country:	Uganda	UNDP (Eur)	211,110	
Region:	Africa	Government:	-	
Focal Area:	LD1, LD3, LD4 and BD4	Other:	-	
FA Objectives (OP/SP)	SLM, CBDC	Total co-financing:	211,110	
Executing Agency:	United Nations Development Agency	Total Project Cost:	2,111,110	
Other Partners involved:	MoWE, DLGs Butaleja, Budaka, Kibuku, Namutumba and Kaliro.	ProDoc. Signature (date project began):		August 2021
		(Operational closing date)	Proposed: August 2021	Actual: September 2021

IV. OBJECTIVES OF THE MID-TERM EVALUATION

The MTE will evaluation the project design and strategy, assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, assess early signs of project success, or failure including risks to sustainability. The goal will be to identify and recommend the changes necessary to set the project on-track to achieve its intended results.

V. APPROACH AND METHODOLOGY

The MTE must provide evidence-based information that is credible, reliable, and useful. The International Consultant will work with a counterpart National Consultant; the latter to provide the local content while the former will be the Lead Consultant to ensure the deliverables are realized. The MTE team will review all

relevant sources of information including documents prepared during the preparation phase (i.e., PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation). The MTE is expected to follow a collaborative and participatory approach³⁰ ensuring close engagement with the Project Team, government counterparts, the UNDP Country Office(s) and other key stakeholders.

Engagement of stakeholders is vital to a successful MTE.³¹ Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team leaders, key experts and consultants in the subject area, Project Steering Committee, project stakeholders, academia, local government and CSOs, etc. The MTE team is expected to conduct field missions to the selected 5 districts (Kaliro, Butaleja, Namutumba, Budaka and Kibuku) where the MTE team should be able to meet the project responsible parties and conduct site verification.

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

VI. DETAILED SCOPE OF THE MTE

The MTE team will assess the following four categories of project progress.

a) Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Evaluation the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Assess the relevance of the project strategy whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities and country ownership. Assess whether the project concept is in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: Assess whether the perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, were taken into account during project design processes?
- Assess the extent to which relevant gender issues were raised in the project design.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Log-frame: Undertake a critical analysis of the project's log-frame indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.

- Assess whether the project's objectives and outcomes or components are clear, practical, and feasible within its time frame?

³⁰ For ideas on innovative and participatory Monitoring and Review strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

³¹ For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 3, pg. 93.

- Examine if progress so far has led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women’s empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.

b). Progress towards Results

Progress towards Outcomes Analysis:

Review the log-frame indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved.”

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ³²	Baseline Level ³³	Level in 1 st PIR (self-reported)	Midterm Target ³⁴	End-of-project Target	Midterm Level & Assessment ³⁵	Achievement Rating ³⁶	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits

c) Project Implementation and Adaptive Management

- Assess the overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Assess whether work-planning processes are results-based? If not, suggest ways to re-orientate work planning to focus on results?

³² Populate with data from the Logframe and scorecards

³³ Populate with data from the Project Document

³⁴ If available

³⁵ Colour code this column only

³⁶ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

- Examine the use of the project’s results framework/ log-frame as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Assess whether the project has the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: Examine whether co-financing is being used strategically to help the objectives of the project? Ascertain whether the Project Team interacts with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil the donor’s reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)

- For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

d). Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the donor assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project’s outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTE team will include a section of the report setting out the MTE’s evidence-based conclusions, in light of the findings.³⁷ Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report’s executive summary. The MTE team should make no more than 10 recommendations total.

Ratings

The MTE team will include its ratings of the project’s results and brief descriptions of the associated achievements in a *MTE Ratings & Achievement Summary Table* in the Executive Summary of the MTE report. See Annex 5 for ratings scales.

Table. MTE Ratings & Achievement Summary Table for (RESTORATION OF WETLANDS AND ASSOCIATED CATCHMENTS PROJECT IN EASTERN UGANDA)

Measure	MTE Rating	Achievement Description
Project Strategy		

³⁷ Alternatively, MTE conclusions may be integrated into the body of the report.

Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

VII. TIME FRAME

The total duration of the MTE will be approximately 25 working days over a time period of 5-6 weeks. A National Consultant will complement the Lead/International Consultant for a period of 20 working days over the 6 weeks period.

VIII. DELIVERABLES

Deliverable	Description	Timing	Responsibilities
MTE Inception Report	MTE team clarifies objectives and methods of Midterm Evaluation	By 30th May, 2023	MTE team submits inception report to UNDP CO
Presentation of Draft report	Full report (using guidelines on content outlined in Annex B) with annexes	By 15th June, 2023	MTE team presents to UNDP internal Evaluation Committee Project Coordinating Unit.
Presentation of Final Report	Full report (using guidelines on content outlined in Annex B) with annexes and addressing comments of internal evaluation committee	By 20th July, 2023	MTE lead consultant presentation to stakeholders including Project Board, Technical Committee and Responsible Parties
Final Report	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTE report	By 30th July, 2023	Final report sent to UNDP

IX. INSTITUTIONAL ARRANGEMENT/REPORTING RELATIONSHIP

The National consultant will work under the daily supervision of the Project Manager and the overall guidance of the Practice Specialist at UNDP Country Office. Overall, the National Consultant will report to the UNDP Resident Representative, with regular working relationship with the Regional Wetlands Coordinator –

East MoWE. The National Consultant will report to MoWE on technical obligations and to UNDP on all contractual obligations.

X. LOGISTICS AND ADMINISTRATION SUPPORT TO PROSPECT TECHNICAL ADVISOR

The UNDP Uganda and MAAIF through the Project Management Unit will make available all the transport and ensure that the consultant has access to resources, key partners and sites as planned. The Project Management Unit will facilitate the MTE team to meet with interact with the stakeholders at the national level and in the districts/communities.

b) UNDP will support the Consultant in the following areas:

- Access to required information (copy of project document, Annual Work plans, Progress reports and other project related reports).
- Access to UNDP Office and its infrastructure (e.g., conference room and internet while at UNDP);
- Support and assistance to gain access to relevant stakeholders for consultations.

c) UNDP Kampala and the Project Office will coordinate the study and keep abreast of the Mission's activities during the Consultant's stay.

6. TEAM COMPOSITION

A team of two independent consultants will conduct the MTE - one Team Leader (International with experience and exposure to projects and evaluations in other regions globally) and one team expert, from Uganda.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas: The weight to all preferred qualifications is shown in the Technical Evaluation Criteria below.

QUALIFICATIONS

Academic Qualifications:

- Advanced University Degree (Masters or equivalent) in natural and/or Social sciences; with a specialization in environment, biodiversity, climate change, public health or any other closely related field

Experience:

- Minimum 7 years of relevant professional experience in relevant technical areas;
- Minimum of 4 years proven track record of application of results-based approaches to evaluation of projects focusing on Sustainable Land Management, sustainable Forest Management and Climate Change mitigation;
- Highly knowledgeable and experience of participatory monitoring and evaluation processes;
- Familiarity with Uganda's development, environment, land, forest and other relevant policy frameworks;

Competencies:

- Recent experience with result-based management evaluation methodologies,
- Experience applying SMART indicators and reconstructing or validating baseline scenarios,
- Competence in adaptive management, as applied to Land Degradation and Biodiversity Conservation.
- Experience working in Uganda or Eastern Africa,
- Work experience in relevant technical areas for at least 10 years,
- Demonstrated understanding of issues related to gender, Land Degradation, Biodiversity conservation and climate change adaptation, experience in gender sensitive evaluation and analysis,

- Excellent communication skills,
- Demonstrable analytical skills,
- Project evaluation/evaluation experiences within United Nations system will be considered an asset.

Language and other skills:

Proficiency in both spoken and written English

Compliance of the UN Core Values:

- Demonstrates integrity by modelling the UN’s values and ethical standards,
- Promotes the vision, mission, and strategic goals of UNDP,
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability,
- Treats all people fairly without favouritism,
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

XI. SELECTION CRITERIA

Qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - Technical Criteria weight is 70%
 - Financial Criteria weight is 30%

Evaluation Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	70
Understanding the Scope of Work; comprehensiveness of the methodology/approach; and organization & completeness of the proposal		20
Minimum educational back ground		15
Minimum years of experience		20
Additional competences (agriculture and Environment /M&E)		15
Financial (Lower Offer/Offer X30)	30%	30
Total Score	Technical Score * 70% + Financial Score *30%	

XII. PAYMENT MILESTONES

Instalment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st Instalment	Upon signing of contract, advance for transport and living costs	UNDP	5%
2 nd Instalment	Upon submission of the draft MTE report	UNDP	55%
3 rd Instalment	Upon finalization of the MTE report	UNDP	40%

XIII. RECOMMENDED PRESENTATION OF TECHNICAL AND FINANCIAL PROPOSALS

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative evaluation, you are hereby given a template of the Table of Content. Accordingly, your Technical Proposal document must have at least the preferred content as outlined in the IC Standard Bid Document (SBD). The financial proposals should be ALL inclusive.

XIV. CONFIDENTIALITY

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

XII. ANNEXES

Existing literature and documents that will help Offerors gain a better understanding of the project situation and the work required are provided as annexes to the TOR, including:

- *Guidance For Conducting Midterm Evaluations of UNDP-Supported, GEF-Financed Projects (2014)*
- List of documents to be reviewed by the MTE Team
- Guidelines on Contents for the Midterm Evaluation Report
- MTE Evaluative Matrix template
- UNEG Code of Conduct for Evaluators/Midterm Evaluation Consultants
- MTE Required Ratings & Achievement Summary Table and Ratings Scales
- MTE Report Clearance Form
- MTE Audit Trail template
- Progress Towards Results Matrix template

APPLICATION PROCESS

Applicants are requested to apply online at <http://jobs.undp.org> by **30, March 2023**. Individual consultants are invited to submit technical and financial proposals as applications together with their CV for these positions. UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

PLEASE NOTE THAT – UNDP DOES NOT CHARGE ANY FEES AT ANY STAGE OF ITS PROCUREMENT PROCESSES. UNDP HAS ZERO TOLERANCE FOR FRAUD AND CORRUPTION, MEANING THAT UNDP STAFF MEMBERS, NON-STAFF PERSONNEL, VENDORS, IMPLEMENTING PARTNERS AND RESPONSIBLE PARTIES ARE NOT TO ENGAGE IN FRAUD OR CORRUPTION

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications **in one single PDF document**:

- 1) Duly accomplished **Letter of Confirmation of Interest and Availability**
- 2) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- 3) **Technical proposal**:
 - a. Brief description of why the individual considers him/herself as the most suitable for the assignment
 - b. A methodology, on how they will approach and complete the assignment.
- 4) **Financial proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

Evaluator ethics

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'.

ANNEX B. MID TERM EVALUATION CRITERIA AND QUESTIONS

Contents	Evaluation scope (based on the ToR): items and main questions
4.0 Findings – Project Strategy	
4.1 Project Design 4.2 Problem being addressed 4.3 Project Strategy 4.4 Appropriateness and <i>relevance</i> ³⁸	<ul style="list-style-type: none"> • Do the project activities address the gaps in the policy, regulatory and capacity framework at the national level? • To what extent is the project suited to local and national development priorities and policies? • How relevant the project’s intended outcomes? • How relevant is the involvement of different partners in the Project implementation given the institutional and policy framework for environment and food security sectors in Uganda? • Were the project’s objectives and components relevant, according to the social and political context? • Are counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry? • Are the stated assumptions and risks logical and robust? • And did they help to determine activities and planned outputs? Is the project coherent with UNDP programming strategy for Uganda?
5.0 Results Framework / Log frame	<ul style="list-style-type: none"> • How 'SMART', (Specific, Measurable, Attainable, Relevant, Time-bound) the midterm and end-of-project targets are. • Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? • Has the progress so far led to, or could in the future catalyse, beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance, etc.) that should be included in the project results framework and monitored on an annual basis. • Are the broader development and gender aspects of the project being monitored effectively.
6.0 Progress Towards Results	
6.1 Progress towards outcomes analysis 6.2 Remaining barriers to achieving the project objective 6.3 Attainment and quality of results 6.4 Factors affecting successful implementation and achievement of results	<ul style="list-style-type: none"> • What expected outputs have been achieved thus far? • To what extent have the expected outcomes and objectives of the project been achieved thus far? • What have the products, such as studies, policy recommendations, dissemination campaigns, etc., affected [keeping in mind that this is a midterm evaluation and several if not many products are still in the implementation or planning process]
6.5 Project effectiveness	<ul style="list-style-type: none"> • Was the project effective in acquiring a policy guidance for future developments in the field of wetland restoration in Eastern Uganda? • How is the Project addressing wetland restoration and improved livelihoods of wetland users? • How is the Project contributing to avoiding wetland

³⁸ The underlined items in the Table refer to the main items of MTE as per TOR. The items in *italics* refer to the main areas of focus, and as per the requirement of MTE, rating would be provided

Contents	Evaluation scope (based on the ToR): items and main questions
	degradation across policies and cross-cutting mandates?
Project Implementation and Adaptive Management	
Implementation and <i>efficiency</i> <i>Management Arrangements</i> <i>Work planning</i> Finance and co-finance Project-level monitoring and evaluation systems Stakeholder engagement Reporting Communications	<ul style="list-style-type: none"> • What other partners can be involved in the Project in a meaningful way to streamline the issue and by-pass or address the institutional and policy fragmentation of the environment and wetland degradation in Eastern Uganda? • How well has the project involved and empowered communities to implement management strategies as they relate to wetland degradation in Eastern Uganda? • How has the project incorporated gender issues as they relate to wetland degradation in Eastern Uganda? • What is causing delays in implementation and delivery of outputs of this Eastern Uganda wetland restoration project? • In what outputs? • What are the implementation ‘bottlenecks’? • How can these issues be solved? • What changes need to be implemented? • Partnerships for implementation • In what ways are long-term emerging effects to the project foreseen? • Were the relevant representatives from government and civil society involved in project implementation, including as part of the project • Was the project implemented efficiently, in line with international and national norms and standards? • Was adaptive management used thus far and if so, how did these modifications to the project contribute to obtaining the objectives? • Has the project 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? • How did institutional arrangements influence the project’s achievement of results?
7.0 Sustainability	
Financial risks to sustainability Socio-economic to sustainability Institutional framework and governance risks to sustainability Environmental risks to sustainability	<ul style="list-style-type: none"> • Sustainability possibilities; Does the Project have an exit strategy? What components should an exit strategy have for this project? • Social sustainability factors: Is there sufficient public/stakeholder awareness in support of the project’s long-term objectives? • Political/financial sustainability: Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? • Which of the project’s aspects deserve to be replicated in future initiatives?
8.0 Lessons Learnt, Conclusions and Recommendations	
Conclusions: Comprehensive and balanced statements (that are evidence-based and connected to the MTE’s findings) which highlight the strengths, weaknesses and results of the project	<ul style="list-style-type: none"> • Given the level of achievement of outputs and related inputs and activities to date, is the Project likely to achieve its Immediate Purpose and Development Objectives? • Are there critical issues relating to achievement of project

Contents	Evaluation scope (based on the ToR): items and main questions
	<p>results that have been pending as on date and need immediate attention immediately after MTE?</p> <ul style="list-style-type: none"> • A commentary on the "Expected Situation at the end of the Project" as envisioned at the MTE and recommendations, if any required, for accelerating the pace of work;

ANNEX C. DOCUMENTS EVALUATIONED

	Category	Document	Comments
01	Project Documents		
		Project Document	
		Project Inception Report – August 2021 2020.	
		Project Map	
		Project Fact Sheet	
		Third-Party Cost Sharing Agreement	
		Documents for seeking no Cost Extension	
02	Work Plans		
		Approved Workplan 2022	
		Approved Workplan 2023	
03	Annual Report		
		Annual Report 2021	
		Annual Report 2022	
04	Quarterly Reports		No Quarterly Reports
05	Project Board Meeting Reports		No Project Board
06	Financial Reports / Combined Delivery Reports		
		CDR – 2021	
		CDR - 2022	
		CDR – 2023 (up to September 2023)	
		Project Delivery Report (up to 11 October 2023)	
07	Audit reports		No audits were carried out
08	Outcome 1		
		Wetland Demarcation Reports	
		Documents for Construction of Shallow Wells	
		BRAC Advance Q4	
		Micro irrigation Site Assessment Report	
		GIS Final Report	
		Technical Specifications and Delivery Locations for Seedlings	
		BRAC Report for Q4 - 2021	
		Wetland Biodiversity Analysis Report	
09	Outcome 2		
		BRAC Reports	
		• About BRAC and the Activities with ADA Project	
		• Approved Market Plan(Budaka)	
		• BRAC Advance Q4	
		• Baseline Survey Report	
		• BRAC Email	
		• BRAC – Report By PWC	
		• Report on Review of FACE Form Accountability – PWC Report	
		• Community-Based Trainers Trained on VSLA Model	
		• Market Plan KIBUKU	
		• Smart Farm Configuration Template	
		• UUNDP-BRAC Q4 -2021 Report	
		• Water Pond Inventory	

	Category	Document	Comments
		• Wetland Management 3	
		• Wetland Management 4	
		• Wetland Management Training 1	
		• Wetland Management Training 2	
		ECO Trust Documents	
		• Accountability Signed FACE Form	
		• Eco Trust Mail	
		• Draft Spot Check Report	
		• Annual Progress Report 2021	
		• Request for Advance Q4	
		• Review of FACE form Accountability	
		Reports on Village Stakeholders Meetings	
		Purchase Order for Poultry – Sep 2023	
		ADA Livelihoods Delivery Plan I	
		Crop Enterprises revised	
		Group Formation Report	
		LG Formation Report	
		Bids for Naweyo Market Stalls & 4-StanceVIP Latrine	
		Technical Specs Livestock	
		Documents regarding progress on Community Markets	
10	Outcome 3:		
		Communication and Stakeholder Engagement Strategy	
11	Other		
		CS Uganda 2019-2025	
		DP DCP UGA	
		Interim Evaluation Report – GCF Wetland Restoration Project	
		National Environment Act no 5 of 2019	
		NRM Manifesto 2021-2026	
		The constitution of Uganda	
		Third National Development Plan III, 2020-21 to 2-24-25	
		Uganda -UNSDCF 2021-2025	
		UNDP Strategic Plan 2022-2025	

ANNEX D. MISSION ITINERARY

S/N	Date	Day	Duration	Activity
1	18 th /09/2023	Monday	Afternoon	UNDP Senior Management <ul style="list-style-type: none"> - Deputy RR - Operations Advisor - Team Leader NCER - Chief Technical Advisor - GCF Project Management Team
2	19 th /09/2023	Tuesday	Morning	Travel to Field
			Afternoon	Meeting with Project Management Unit, Mbale <ul style="list-style-type: none"> - PMU (UNDP) - Regional Wetlands Coordinator - Manager, Water for Production
3	20 th /09/2023	Wednesday	Morning	Meeting Butaleja DLG stakeholders <ul style="list-style-type: none"> - District Political leaders - District Technical staff - Nawanjofu and Busaba sub-counties political and technical staff - Project sites
			Afternoon	Meeting with Budaka DLG <ul style="list-style-type: none"> - District Political leaders - District Technical staff - Lyama and Nansanga sub-counties political and technical staff - Project sites/beneficiaries
4	21 st /09/2023	Thursday	Morning	Meeting with Kibuku DLG <ul style="list-style-type: none"> - District Political leaders - District Technical staff - Nandere sub-county political and technical staff - Project sites/beneficiaries
				Meeting with Namutumba DLG <ul style="list-style-type: none"> - District Political leaders - District Technical staff - Bugobi TC, Bugobi and Bulange sub-counties political and technical staff - Project sites/beneficiaries
5	22 nd /09/2023	Friday	All day	Meeting with Kaliro DLG <ul style="list-style-type: none"> - District Political leaders - District Technical staff - Kisinda and Namwiwa sub-counties political and technical staff - Project sites/beneficiaries
6	23 rd /09/2023	Saturday	Morning	Meeting with the Program Manager
			Afternoon	Travel to Kampala

ANNEX E. PERSONS INTERVIEWED

Butaleja District

SN	Name	Institution	Position
1	Robert Acidir	UNDP	Programme Manager
2	Nuwamanya Goden	MWE - WFPREE	Engineer
3	Betty Opio	UNV/UNDP	
4	Tom Wandera	Butaleja DLG	District Env'ts officer
5	Himigi Herbert	Butaleja DLG	DICAO
6	Mboisi B Musigire	Nawanjofu S/C	EFP
7	Mugombessa Yusufu	Nawanjofu S/C	Support Staff
8	Umaru Mulefu	Nawanjofu	C/P LCIII
9	Gokaka Geofrey	MWE	RWC-E

Butaleja District (Busaba Subcounty)

SN	Name	Institution	Position
1	Goloba Magecius	Busaba S/C	GISO
2	Goloba Amosi	Busaba S/C	C/Man LCI
3	Mugema Musa	Busaba S/C	C/Man LCI
4	Wiso Moses	Busaba S/C	P/C Chief
5	Kairania Benard	Busaba S/C	P/C Chief
6	Gadunya Robert Jackson	Busaba S/C	C/Person LCiii
7	Lujja Matilad	Busaba S/C	SAS

Butaleja District (Busaba Subcounty)

SN	Name	Institution	Position
1	Mwima Yusufu	Butaleja DLG	Fisheries Officer
2	Mugaba Isaac	Busaba S/C	Agric Officer
3	Nsenye Sarah	Busaba S/C	CDO
4	Waholi Deric	Busaba S/C	P/Chief
5	Higenyi Gidion	Nahalowo	LCI C/P
6	Mugoya Clement	Bubuhe	LCI C/P
7	Gusena Patrick	Budoba	LCI C/P
8	Gawaya Ahamada	Wihala	LCI C/P
9	Hasanya Wilber	Mulanga	LCI C/P
10	Malingha Micah	Namale	LCI C/P

Budaka District (Lyama T/C)

SN	Name	Institution	Position
1	Katooko Fatuma	Lyama T/C	SCDO
2	Sagu. S	Lyama T/C	T/Agent
3	Daka Sepiriano	Lyama T/C	Sec Production
4	Kirabainaye Patrick	Lyama T/C	ATC
5	Katooko Constance	Lyama T/C	T/C
6	Babula Clement	Lyama T/C	AAHO
7	Ganda Milly	Lyama T/C	T/A
8	K. Anthony	Lyama T/C	A/O
9	Kamaza. A	Lyama T/C	GISO
10	Owori Moses	Nakusenge	C/P LCI
11	Mukasa Mubalaka	Buyemba	
12	Mbulamuko Joseph	Buyemba LCi	LCI
13	W. Ali	Lyama T/C	Town Treasurer

Budaka District (Lyama T/C)

SN	Name	Institution	Position
1	Kalingha Siraj	Lyama T/C	Councilor
2	Kasigaire Kaloli	Lyama T/C	Buyembaa
3	Muwandiki Jamada	Lyama T/C	Major

Budaka District

SN	Name	Institution	Position
1	Kabaise Shaban	Budaka District	District Planning
2	Okki Patrick	BDLG	DFU
3	Khawanga Asuman M	BDLG	FO
4	Agwaro Kizito	BDLG	Biostat
5	Kiryia Christine	BDLG	SCDO
6	Mukono Tom	BDLG	V/LCV
7	Mbayo. D	BDLG	Sec Natural
8	Dambya Ambrose	BDLG	DPO
9	Namuseeta Flavia	BDLG	Sec Community
10	N. Esther	BDLG	PP

Kaliro District (Namwiwa Subcounty)

SN	Name	Institution	Position
1	Kanawa Emmanuel	Namwiwa S/C	LCIII C/Person
2	Kwagala Betty	Namwiwa S/C	SACAO
3	Malinzi James	Namwiwa S/C	Production
4	Kakungulu James	Namwiwa S/C	
5	Muhesi ABDU	Namwiwa S/C	OA
6	Bagaga Wilson	Namwiwa S/C	AO
7	Namwezya Irene	Namwiwa S/C	V/CP
8	Lyakota Franco	Namwiwa S/C	C/P LCI

Kaliro District (Kisinda Subcounty)

SN	Name	Institution	Position
1	Nyanzi Sarah	Kisinda S/C	P/Chief
2	Mukunya Alex	Kisinda S/C	P/Chief
3	Kabaale John	Kisinda S/C	O.A
4	Dominic Kasadha	Kisinda S/C	P/Chief
5	Kimbugwe Lasione	Kisindi S/C	GISO Kisinda S/C
6	Kimbugwe Yobu	Kisinda S/C	C/P LCIII
7	Kasajja Franco	Kisinda S/C	SACAO
8	Mbalya Stephen	Mbaale B	C/Person
9	Mbbalya Thomas	District	SAO

Kaliro District (Kisinda Subcounty)

SN	Name	Institution	Position
1	Odudu Lawrence	Nakakooce	C/P
2	Balinezikwe Noah	Nantahaya	C/P
3	Muzamiru Kilibaki	Nakikondo	C/P
4	Nsulumbi Lastone	Nsulumbi	C/P
5	Kakoolwa Seep	Nakaboko	C/P
6	Mukyaye Simon	Nyende	C/P
7	Mutono Benjmin	Namumbya	C/P
8	Waluboineha Peter	Bukayale A	C/P
9	Maliga Richard	Kirembea	C/P
10	Batuli Paul	Kamutaka	C/P
11	Kubaiza Duson	Kibwiza	C/P

12	Sooka Paul	Butanga	C/P
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Kaliro District (Kisinda Subcounty)

SN	Name	Institution	Position
1	Muwereza Yefes	Kibwiizaa	C/P
2	Mulemba Aggrey	Kibembe. B	C/P
3	Muzuba Sulaiman	Buhombi	C/P
4	Mukacha Sadati	Nanbele. B	C/P
5	Balikoowa Geoffrey	Nawandyo	C/P
6	Okungo Daniel	Namuntu	C/P
7	Sabakaki David	Namutaba	C/P
8	Walubo Nathan	Namasaka	C/P
9	Bukosi Livingstone	Kisinda	AVO
10	Akello Mary Gorret	Kisinda	P/Chief
11	Pande Benard	Kisinda	AO
12	Koire John	Kisinda	P/Chief

Kaliro District

SN	Name	Institution	Position
1	Bigirwa Kaliisa Samuel	Kaliro District	CAO
2	Kaseeda Elnah	Kaliro District LG	LCV
3	Kasozi Martin	DRDC Kaliro	DRDC
4	Sajja Samuel	Kaliro District LG	PAO
5	Kibbalya Thomas	Kaliro District LG	SAO
6	Dr. Atuma Zaidi	Kaliro District LG	DHO
7	Musasizi Andrew	Kaliro	C/Person of Youth
8	Katankyo	Kaliro	Dist Sec of Producton
9	Mpanja Lydia	Kaliro	SACAO
10	Mpwabe Jeremiah	Kaliro District LG	Sec; Health
11	Diogo Paul	Kaliro District LG	DNRO

Namutumba District (Bulange Subcounty)

SN	Name	Institution	Position
1	Kagoda Shanon M	Bugobi S/C	SAS
2	Balimumiti Ali	Bulange	SAS
3	Baiteuswo Charles	Bulange S/C	AO
4	Musolini Ibrahim	Bulange S/C	C/Person
5	Muwanika Alex	Bulange S/C	Parish Chief
6	Bageya	Bulange S/C	Chief
7	Patrick Mudoola	Budo	C/P C.L.I
8	Lukooya Ivan	Bulange	AHO
9	Lwenda Joel	Bulange S/C	AVO

Namutumba District (Bulange Subcounty)

SN	Name	Institution	Position
1	Ofwono Emmanuel	Namutumba DLG	CAO
2	Ikaaba. D	NDLG	DNRO
3	Matende Thomas	NDLG	RDC
4	Kigango Edith	Namutumba LG	OODISO
5	Mwiise Amisi	Bulange S/C	Chief
6	Isabirye Eryeza	Bulange S/C	Parish Chief Kisenyi
7	Malinzi Christopher	Bulange S/C	Parish Chief Mpumiuro
8	Nakaziba Lovisa	Bulange S/C	Chief

9	Lwenda Joel	Bulange S/C	VET
10	Lukooya Ivan	Bulange S/C	AHO
11	Kalenge Paul	Bulange S/C	Parish Chief
12	Mwanji Salim	Bulange S/C	GISO

Kibuku District

SN	Name	Institution	Position
1	Galaudi Auub	Kibuku DL	DNRO
2	Kaugule Joseph	Kibuku DL	Fund
3	Were Aliyi	Nandere	
4	Kigawe Tamdaa	Nandere	
5	Muwereza	Nandere	
6	Mwoso	Isima	
7	Mugoya	Karim	
8	Hayinja	Musa	
9	Karebi	Sinsya	
10	Musinkuli	Isifu	
11	Bakale	Kinja	AB
12	Mujlibu	Wailge	

Kibuku District (Nandere Landing Site)

SN	Name	Institution	Position
1	M Sabani Byalimondo A		
2	Muwana		
3	Juma		
4	Mulongo		
5	Watala		
6	Pagala Rajabu		
7	Mulongo Rajabu		
8	E. Gabriel		
9	Mwamini		
10	Aliziki		

ANNEX F. RATING SCALE /DEFINATION

Rating scale for performance

Rating	Explanation
Highly Satisfactory (HS)	No shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Satisfactory (S)	Minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Moderately Satisfactory (MS)	Moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Moderately Unsatisfactory (MU)	Significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Unsatisfactory (U)	Major shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Highly Unsatisfactory (HU)	Severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

Ratings for Progress Towards Results

Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
Moderately Unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Sustainability

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


ANNEX G. CONSULTANT CODE OF CONDUCT FORM

Evaluators:

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

Evaluation Consultant Agreement Form

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



14 December 2023

Name of Consultant: Dinesh Aggarwal

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

ANNEX H. AUDIT TRAIL

As per the requirements the Audit Trail is being submitted as a separate file