NELSAP-CU
NILE BASIN INITIATIVE
INITIATIVE DU BASSIN DU NIL

Initiative du Bassin du Nile/ Programme D'action Subsidiaire des Lacs Equatoriaux du Nile

African Development Bank

TERMINAL EVALUATION REPORT (PCR)

NILE BASIN INITIATIVE / NILE EQUATORIAL LAKES SUBSIDIARY ACTION PROGRAM (NBI / NELSAP)

MULTINATIONAL LAKES EDWARD AND ALBERT INTEGRATED FISHERIES AND WATER RESOURCES MANAGEMENT (LEAF II) PROJECT

(Project ID No: P-Z1-AAF-011; Grant No: 5550155000801)

May 2022

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Project Information

Project name	**MULTINATIONAL LAKES EDWARD AND ALBERT INTEGRATED FISHERIES AND WATER RESOURCES MANAGEMENT (LEAF II) PROJECT**
GEF Project ID	P-Z1-AAF-011
GEF financing	US$ 8,100,000
Planned co-financing: Materialized co-financing:	• US$ 16,106,640 from AfDB, with US$ 8,785,440 Grant to DRC and US$ 7,321,200 Loan to Uganda; and US$ 228,000 in-kind contribution from NELSAP-NBI • US$ 16,106,640 from AfDB to DRC and Uganda; US$ 3,327,364 from Government of Uganda; and US$ 228,000 in-kind contribution from NELSAP-NBI
Project Objective	To ensure Sustainable development, management and utilization of the shared water and fisheries resources of the Lakes Edward and Albert Basin
Key Outcomes	1. Ecosystem conservation produces sustainable benefits and LEA fisheries are increased sustainably under good bilateral management, planning and M&E practices 2. Countries agree on a shared water resources management vision and implement solutions to new challenges; these solutions will be based on knowledge and commitments that address key challenges related to e.g. oil exploration, Increasing urbanization, land degradation and similar challenges 3. Enhanced capacity of basinstakeholders to manage natural resources in a sustainable manner, accounting also for climate change and variability
GEF Agency	African Development Bank Group
Project countries	Democratic Republic of Congo, Republic of Uganda
Key dates	Project start date: 1 July 2016 Project completion date: 31 March 2022
Project Executing Agency	Nile Basin Initiative/NELSAP
Duration	60 months +9

FUNDING SOURCE	**AMOUNT (*USD*)**
GEF Project Funding (to NELSAP/NBI)	8,100,000
AfDB Group (to DRC and Uganda)	16,106,640[1]
Government of Uganda Counterpart Funding	3,327,364
NELSAP (in kind)	228,000
Total Co-Financing	19,662,004
Total Project Cost	**27,762,004**

[1] Loan to Uganda (UA 5 million); Grant to DRC (UA 6 million). Exchange rate at appraisal was 1 UA = US$ 1.46424

Acronyms and Abbreviations

ADF	African Development Fund
AfDB	African Development Bank
AMCOW	African Ministers' Council on Water
BMU	Beach Management Unit
CAS	Catch Assessment Survey
CBD	Convention on Biological Diversity
CCRF	Code of Conduct for Responsible Fisheries
CMP	Catchment Management Plan
CPUE	Catch per Unit Effort
CREAM	Clear, Relevant, Economic, Adequate and Monitorable
DRC	Democratic Republic of Congo
EIRR	Economic Internal Rate of Return
EMP	Environmental Management Plan
ESMP	Environmental and Social Management Plan
FIMS	Fisheries Information Management System
FIRR	Financial Internal Rate of Return
FS	Fisheries Frame Survey
FY	Fiscal Year
GEF	Global Environmental Facility
GVTC	Greater Virunga Transboundary Collaboration
ICCN	Institut Congolais pour la Conservation de la Nature
IGAD	Intergovernmental Authority on Development
ILBMP	Integrated Lake and Basin Management Plan
ILMP	Integrated Lake Management Plan
LEA	Lakes Edward and Albert
LEA-FAO	Lakes Edward and Albert Fisheries and Aquaculture Organisation
LEAB	Lake Edward and Albert Basin
LEAB SIP	Lake Edward and Albert Basin Strategic Investment Plan
LEAF	Lake Edward and Albert Integrated Fisheries and Water Resources Management
LVFO	Lake Victoria Fisheries Organization
M&E	Monitoring & Evaluation
MCS	Monitoring, Control and Surveillance
MIS	Management Information System
NaFIRRI	National Fisheries Resources Research Institute (Uganda)
NAPA	National Adaptation Programmes of Action
NBI	Nile Basin Initiative
NELSAP	Nile Equatorial Lakes Subsidiary Action Program

NELSAP-CU	Nile Equatorial Lakes Subsidiary Action Program Coordination Unit
PCR	Project Completion Report
PIU	Project Implementation Unit
PP	Procurement Plan
PPP	Purchasing Power Parity
PWD	People with Disabilities
RAMSAR	RAMSAR Convention on Biodiversity
RLF	Results-based Logical Framework
RMCS	Regional Monitoring Control and Surveillance
RPSC	Regional Project Steering Committee
SA	Special Account
SENADEP	Service National de Développement des Pêches
TER	Terminal Evaluation Report
TOR	Terms of Reference
UA	Unit of Account
UGREP	Unité de Gestion des Ressources en Eau et Pêche
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
UWA	Uganda Wildlife Authority
WWF	World Wildlife Foundation

1. Introduction – Project Overview

The Nile Basin Initiative (NBI[1])/ Nile Equatorial Lakes Subsidiary Action Program Coordination Unit (NELSAP-CU[2]) received financing from the Global Environment Facility (GEF) through the African Development Bank (AfDB) for the regional component, on the one hand; while the Democratic Republic of Congo and the Republic of Uganda received financing from AfDB for the national components, on the other hand, towards the implementation of the *Multinational Lakes Edward and Albert Integrated Fisheries and Water Resources Management (LEAF II) Project.* Implementation of the LEAF II Project commenced on 1 July 2016 and is expected to end on 31 March 2022. The three project components have substantially completed the project activities with the disbursement levels above 90%, thus qualifying for the preparation of the Project Completion Report (PCR) and the Terminal Evaluation Report (TER)[2].

The Multinational Lakes Edward and Albert Integrated Fisheries and Water Resources Management (LEAF II) Project is a transboundary project shared between the Democratic Republic of Congo and the Republic of Uganda, with regional coordination by the Nile Equatorial Lakes Subsidiary ActionProgram Coordination Unit (NELSAP-CU). The project is financed by the African Development Bank (AfDB) through a 6 million UA grant to DR Congo and 5 million UA loan to Uganda, and an US$ 8.1 million grant from the Global Environment Facility (GEF) through the AfDB to the NELSAP-CU.

The sector goal of the LEAF II Project is poverty reduction and sustainable livelihoods for men and women (in the local fishing communities) and global environmental benefits in sustainable management of the natural resources. The principal project objective is to *sustainably utilize the fisheries and allied natural resources of the Lakes Edward and Albert Basin through harmonized legal framework and policies*, through three components: i) *Fisheries resources development and management*; ii) *Integrated water resources management*; and iii) *Project management and coordination*. The project had a 5-year implementation period from 1 July 2016 – 30 June 2021, but was extended by 9 months to 31 March 2022.

<u>Component 1-Fisheries Resources Development and Management</u>

This component is aimed at addressing impediments to achieving sustainable fisheries management of the two lakes. These problems include: *(a) un-harmonized policy and regulatory frameworks; (b) inadequate knowledge on the status of fish stocks*, making it difficult to establish sustainable levels of fishing; c) *loss of biodiversity*; d) inadequate facilities for seed multiplications and artificial propagation for re-stocking and stock enhancement; and e) improper and un-gazetted breeding/nurserygrounds.

<u>Component 2: Integrated Water Resources Management</u>

The project will address the interlinked challenges of poverty and a deteriorating natural resource base in the lakes Edward and Albert Basin to reduce the process of environmental degradation and improve the productive potential of natural resources.

[2] PCR for AfDB/ADF loan/grant; TER for the GEF grant.

Component 3: Enhanced Regional Project Coordination

This component aims at strengthening and formalizing coordination capacities of NELSAP and the participating agencies in Uganda and DRC. The project will be coordinated at the regional level by the NELSAP and implemented at a national level by the relevant country agencies. National level activities will be implemented by existing national institutions and mechanisms. In line with the guidelines for establishing subsidiary entities under the NBI, Uganda and DRC will assume responsibility for continuation of regional level activities after the project ends.

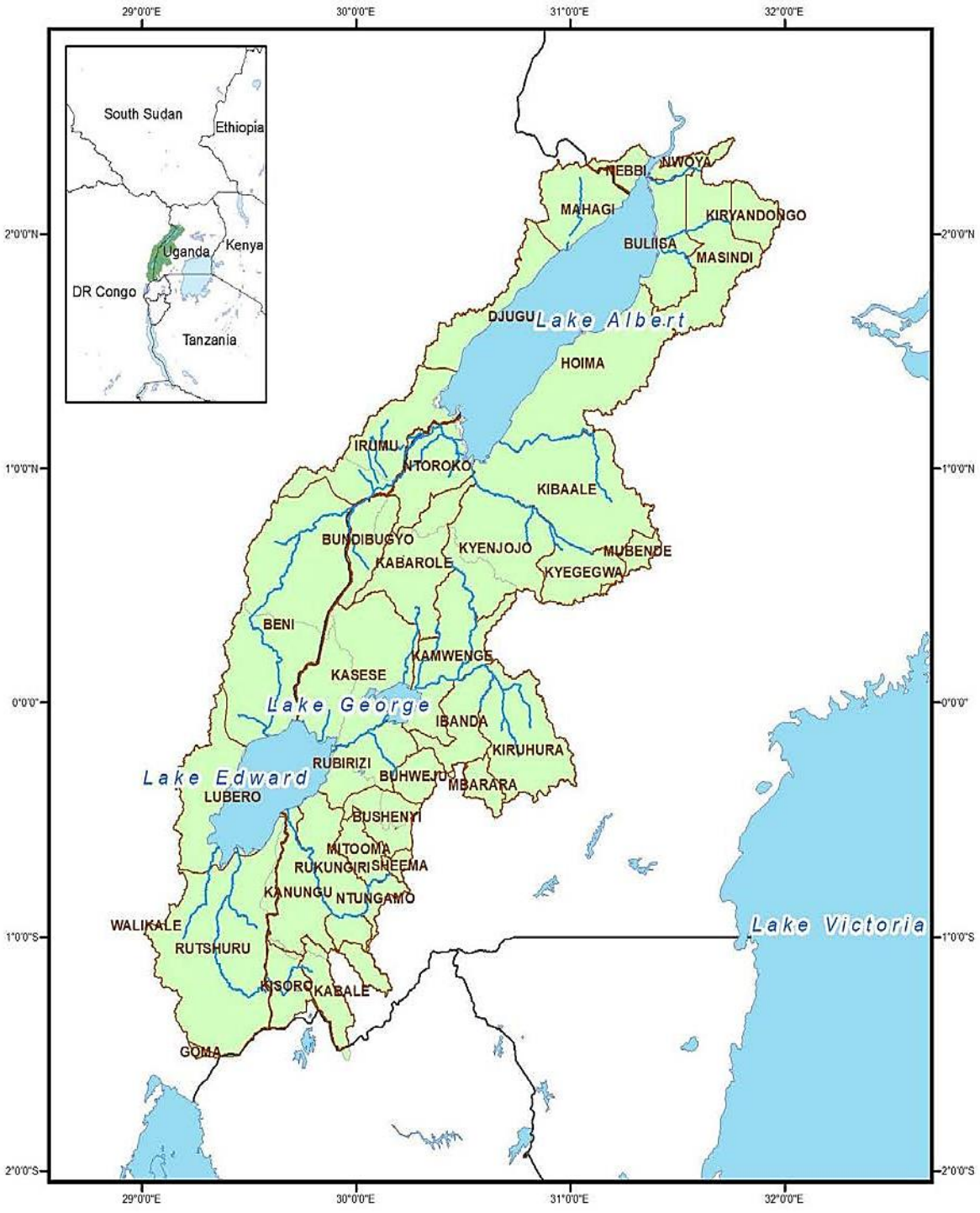
Project Area

The Lakes Edward and Albert Basin (LEA Basin) is upstream in the White Nile River sub-system of the Nile River Basin, with both the lakes straddling part of the international border between the Democratic Republic of Congo (DRC) and the Republic of Uganda. Both lakes are part of the Rift valley lakes shared between DR Congo and Uganda, with a combined basin area of 57,924 km2 – of which 33,452 km2 is for the George-Edward-Semliki sub-basin and 24,472 km2 for the Lake Albert sub-basin. The project area has a total population of 16.3 million people (7.8 million in DRC and 8.5 million in Uganda)[3].

In DRC, the project covers parts of the North Kivu Province (in 3 Territories of *Rutshuru, Lubero and Beni*) and Ituri Province (in Territories of *Irumu, Mahagi and Djugu*). In Uganda, the basin traverses a total of 30 Districts, i.e. *Buliisa, Bundibugyo, Bunyangabu, Bushenyi, Hoima, Kabale, Kabarole, Kagadi, Kakumiro, Kamwenge, Kanungu, Kasese, Kibaale, Kikuube, Kisoro, Kitagwenda, Kyegegwa, Kyenjojo, Masindi, Mitooma, Mubende, Nebbi, Ntoroko, Ntungamo, Pakwach, Rubanda, Rubirizi, Rukiga, Rukungiri and Sheema*. The project area is attached in figure below.

[3] Situational Analysis Report of the Lakes Edward and Albert Basin Strategic Investment Plan (LEAB SIP) (May 2018). Prepared by the NELSAP LEAF II Project

Figure 1: Map of the LEA Basin



Terminal Evaluation

According to GEF evaluation policies and procedures, terminal evaluations (TE) are required for all GEF funded projects; a terminal evaluation was therefore a planned activity in the Monitoring & Evaluation (M&E) plan of this project. The TE reviews the actual performance and progress towards results of the project against the planned project activities and outputs, based on the standard evaluation criteria: *relevance, effectiveness* and *efficiency*, *results* and *sustainability*. The evaluation assesses progress toward project results based on the expected objective and outcomes. It identifies relevant lessons for similar projects and provides recommendations as necessary and appropriate. In accordance with the Terms of Reference (**Annex 1**) of the assignment, the evaluation methodology is primarily based on a desk review of project documentation and other relevant documents, as summarized in **Annex 3**. It is also based on discussions with various stakeholders of the project, including the African Development Bank, the Executing Agency (NELSAP-CU) and the national Project Implementation Units (PIUs).

2. Summary of Findings and Recommendations

This section presents a summary of the ratings, with the detailed presentation in **Section 3**.

Table 1: Terminal Evaluation Summary Rating

Dimension/Criterion	Rating
1. Outputs	**Highly Satisfactory**
2. Outcomes	**Satisfactory**
a. Relevance	*Highly Satisfactory*
b. Effectiveness	*Satisfactory*
c. Efficiency	*Satisfactory*
3. Sustainability	**Likely**
a. Financial	*Highly Satisfactory*
b. Institutional	*Highly Satisfactory*
c. Ownership/Partnerships	*Highly Satisfactory*
d. Environmental & Social	*Satisfactory*
4. Progress to Impact	**Satisfactory**
5. Monitoring & Evaluation	**Highly Satisfactory**
a. Design	*Highly Satisfactory*
b. Implementation	*Highly Satisfactory*
6. Implementation & Execution	**Highly Satisfactory**
a. Implementation	*Highly Satisfactory*
b. Execution	*Highly Satisfactory*
OVERALL PROJECT RATING	**HIGHLY SATISFACTORY**

3. Project's Theory of Change

Project results were analyzed through an explicit Theory of Change described in the *Logical Framework* of the Project Appraisal Report (PAR). The Theory of Change provides a basis for evaluation of the project's theory and results. Below is a description of the project's Theory of Change.

From the project's Logical framework, the Activities, Outputs, Outcomes were logically linked to achieve the Development Objective, and the long-term Impacts.

Purpose of the Project

The Purpose of the project (Project Development Objective) is "*to sustainably utilize the fisheries and allied natural resources of the Lakes Edward and Albert Basin through harmonized legal framework and policies*".

Impact

The impact of the project as described in the Logical Framework is "*Poverty Reduction and sustainable livelihoods for local communities and global environmental benefits*". Performance indicators for the Impact of the project are: (i) National Poverty Rate; and (ii) Food Security Status. National Poverty Rate is assumed to be reduced from 71% and 19.5% (in DRC and Uganda respectively) below the USD 1.25 purchasing power parity/day to 60% and 15% below USD1.25 PPP/day by 2019. On the other hand, food insecurity in DRC and Uganda will be reduced from 75% and 65% to 50% and 45% respectively.

The higher-level Impact targets at national level are supposed to be achieved from a combination of several (and other) economic interventions and that this project's outcomes and outputs are intended to contribute, one way or another, to some level of poverty reduction and food security improvement. However, given the project's small-scale and duration, it is unlikely that the project will solely lead to achievement of these set impact targets.

If the impacts are to be felt in the long term, it is, therefore, important that both countries remain committed and build on the successes made.

Outcomes

Outcomes are results that may or may not be seen immediately after the end of project activities. They will demonstrate whether success has been achieved or not and will show which road to take. As it will be shown below, **inputs, activities and outputs** are all derived and flow from the setting of outcomes; in other words, for each outcome, there will be specific specific outputs associated with it that are intended to contribute to the achievement of the stated outcome.

The project's Logical Framework has two outcomes, namely: *(i) Sustainable utilization of fisheries and allied natural resources of the Lakes Edward and Albert Basin through harmonized legal framework and policies; and (ii) Enhanced women's access to resources.*

Both outcomes show linkage to the upper-level long-term impact and the lower-level outputs and activities.

Outputs

Outputs are direct "immediate term results" associated with a project; are easy to measure, report or validate and they are tangible. Each output contributes to achieving an outcome, and there are usually more than one output contributing to the achievement of a given outcome. The outputs show proper linkage to the lower-level activities.

Table 2 summarises the linkage of the outcomes to specific problems/issues and outputs.

Table 2: Example of Outcomes and Outputs

Problem	Outcome	Output
Component 1: Fisheries Resources Development and Management		
Availability of fisheries resources is not known	Knowledge of fisheries resources potential enhanced and shared among stakeholders	• Catch Assessment Surveys (CAS) carried out • Standardized Frame Surveys conducted • Regional Fisheries Information Management System (FIMS) established for each lake • Fisheries Research stations and vessel built and operational
Fisheries Resources are declining (due mainly to overfishing and illegal fishing)	A harmonized policies, legislation and regulatory framework is put in place to stop or reduce the decline of fisheries resources in the two riparian countries of DRC and Uganda	• National policies updated and harmonized • Bilateral Agreements signed and ratified • Regional LEA-MCS Action Plan developed • Fully equipped patrol boats put in place • Riparian staff trained in MCS (Monitoring, Control and Surveillance) • Surveillance Stations constructed • Surveillance operations undertaken
Fish quality is deteriorating	Fish quality is improved	• Fish drying facilities provided • Smoking kilns provided
Market infrastructure is not adequate	Access to market for fishers and other beneficiaries is improved	• Fish landing sites constructed • Feeder/ access roads constructed/ rehabilitated • Beach Management Units (BMUs) capacitated through training
Income from Fisheries resources is not enough to adequately cover the needs of various groups of the population, especially women and youth	Various groups of the population, including women and youth receive adequate access to alternative livelihoods	• Women and youth receive training in business skills and alternative livelihoods • Women and youth are provided adequate access to alternative livelihoods

Problem	Outcome	Output
		• Start-up enterprises are created and established for Women and youth
Component 2: Integrated Water Resources Management		
Increasing degradation of water resources[4]	Quality of Water resources of the Lakes Edward and Albert is enhanced and managed in an integrated and sustainable way for the well-being of the populations of both countries	• Existing Integrated Lake Management Plans (ILMP) updated and adopted • Mobile water quality laboratories procured and operational • Training of national water quality experts completed • Bathymetric surveys for both lakes completed • Catchment-based water resources Management Plans (CMPs) developed • Catchment Management Organizations (CMPs) established • Integrated Aquatic weed management plan developed

By the start of project implementation, there was missing baseline information for Outcome indicators in the Results-based framework (RLF), i.e. Average Catch Per Unit Effort (CPUE), % reduction in the use of illegal fishing system, % Catch of other fish species, and % of increased resources allocated to women. These outcome-level baseline values were, therefore, determined after scientific studies (of fisheries Frame Surveys [FS] and Catch Assessment Surveys [CAS] on both lakes) undertaken during project implementation. This was because, no known and reliable data existed for the lakes before the project. These baseline scientific surveys were the first-ever of their kind on both lakes, and were prepared using jointly agreed methodologies and tools by both countries. The project conducted two sets of Frame Surveys and Catch Assessment Surveys, the first set of each providing baseline values and the second set allowing for trend comparison.

4. Assessment of Project Results

4.1. Project Outputs

Most of the expected physical outputs were fully achieved, with some exceeding set targets.

Table 3 below presents the detailed achievement of the project outputs.

[4] Degradation of catchments, river banks and lake shores, water quality deterioration, wetland destruction, aquatic invasive weeds etc.

Table 3: Achievement of project outputs

Output indicators (as specified in the RLF)	**Most Recent Value (A)**	**End Target (B)** (*expected value at completion)*	**Progress towards end target (A/B)** *(% realized)*	**Narrative Assessment**
Component 1: Fisheries Resources Development and Management				
Output 1: Harmonized policies, legislation and regulatory frameworks developed				**The output was fully achieved.**
1.1 Number of harmonized policies, legislation and regulatory frameworks adopted	1	1	100%	Priority legislative and policy provisions in fisheries and aquaculture were harmonized and adopted by both countries for both lakes
1.2 Number of bilateral agreements signed and ratified	1	1	100%	• Uganda and DRC signed a bilateral fisheries agreement on 20 October 2018 – to support joint sustainable fisheries resources management; the agreement is operational. • On 28 January 2022, both countries signed a bilateral Communiqué establishing and operationalising a regional fisheries organisation (the Lakes Edward and Albert Fisheries and Aquaculture Organisation [LEA-FAO]).
Output 2: Bilateral Monitoring and Surveillance (MCS) activities of the lakes improved and harmonized				
2.1 Number of fully equipped patrol boats in place	4	4	100%	• 4 boats procured by NELSAP and delivered to DRC and Uganda (2 per country), and are fully operational. They are used for lake enforcement • Inspected and tested the 4 boats and obtained certificates of sea worthiness and registration numbers • Trained 23 boat coxswains and operators from DRC and Uganda in operation and maintenance of the boats
2.2 Regional LEA-MCS strategy and action plan developed and adopted	1	1	100%	• A Regional MCS Strategy and Action Plan was developed and adopted by both countries • Standard Operating Procedures (SOP) for joint/regional lake patrols was harmonized and adopted by both countries. This guides conducting of joint/regional patrols on both lakes
2.4 Number of surveillance operations undertaken				
(a) Regional/joint surveillance operations	12	8	150%	• 12 joint/regional patrol missions completed on both lakes, by both countries – activity exceeded its target
Output 3: Fisheries data collection (Catch Assessment: Frame survey, Fish stock assessment) enhanced and a Regional Information system established				**The output target was exceeded.**
3.1 Number of estimates of Aquaculture potentials (carrying capacity) for each Lake conducted	1	1	100%	The output target was achieved
3.3 Number of standardized catch assessment surveys (CAS) conducted on LEA	2	1	200%	• Planned target exceeded. • Standard Operating Procedures (SOP) for fisheries catch assessment surveys (CAS) on both lakes was prepared, harmonized and adopted by both countries

Output indicators (as specified in the RLF)	**Most Recent Value (A)**	**End Target (B)** (*expected value at completion)*	**Progress towards end target (A/B)** *(% realized)*	**Narrative Assessment**
				• The 1st ever standardized CASs for both lakes were completed in 2019 (and were used as baseline values) • The 2nd standardized CASs for both lakes were completed in 2020
3.4 Number of standardized frame surveys (FS) conducted on LEA	2	1	200%	• Planned target exceeded. • Standard Operating Procedures (SOP) for fisheries frame surveys (FS) on both lakes were prepared, harmonized and adopted by both countries • The 1st ever standardized FSs for both lakes completed in 2018 (and were used as baseline values) • The 2nd standardized FSs for both lakes completed in 2021
3.5 Regional fisheries Information Management System (FIMS) established for each lake	2	2	100%	• NELSAP, DRC and Uganda jointly agreed on the system architecture and data requirements for a regional Lakes Edward and Albert Fisheries Information Management System (LEA FIMS[5]) • Development of the LEA FIMS completed, validated and endorsed by both countries. It comprises a (i) mobile software application (phone App[6]) for data capture and remote transmission from field data collectors to a database via mobile devices; and (ii) an interactive website[7] to navigate the database for querying, and generation of summary analysis reports. • Training of 145 end users [*10 women, 135 men*] of the FIMS completed for Uganda and DRC experts • System fully deployed and handed over to the countries
Output 4: Conservation of aquatic biodiversity promoted				**The output was fully achieved.**
4.1 Number of fish breeding areas (FBAs) on LEA identified and delineated	66	66	100%	NELSAP identified, characterized and delineated 66 priority FBAs and critical aquatic habitats, i.e. 37 FBAs totalling 11,300 ha on Lake Edward, and 29 FBAs totalling 11,515 ha on Lake Albert
Output 5: Fish quality and value addition enhanced				The output was fully achieved.
5.1 Percent increase in total volume of fish traded by women fish marketers	33% for Lake Edward; 5% for Lake Albert	20%	165% for Lake Edward; 25% for Lake Albert	• Women who are mainly confined to shore-based income generating activities such as; net making and mending; fish handling and processing (sorting, grading, weighing, gutting and filleting of fish); fish marketing as agents, auctioneers, retail stall holders and fish mongers. • Planned target exceeded for Lake Edward due to among others the intensified enforcement. • Given the small scale and duration of the project coupled with the limited/delayed enforcement on Lake Albert, the target is unlikely to be achieved for Lake Albert.

[5] The LEA FIMS provides the first-ever platform for an electronic fisheries data collection on both lakes

[6] The LEA FIMS mobile Application (App) can be downloaded from the Google Play Store link: https://play.google.com/store/apps/details?id=com.leafims.lea_fims_app

[7] The LEA FIMS website can be accessed from link: http://www.leafims.org/

Output indicators (as specified in the RLF)	**Most Recent Value (A)**	**End Target (B)** (*expected value at completion*)	**Progress towards end target (A/B)** *(% realized)*	**Narrative Assessment**
5.6 Number of Beach Management Units (BMUs) capacitated through trainings	7	7	100%	Trained 717 people [*334 men and 383 women (53.4%)*] from 7 BMUs/UGREPs in DRC and Uganda
Output 6: Alternative Livelihoods developed				
6.1 Number of people trained in business skills and alternative livelihoods	606	606	100%	• 606 people trained and equipped with skills in financial literacy (including savings, loans, social fund, Agro-input fund, organizational structure and conflict resolution), as well as in the alternative livelihood enterprise of commercial goat rearing *(62% women; 38% men)*. • The gained skills and goat rearing enterprises will reduce their reliance on the lakes, diversify and increase their income streams
6.2 Number of people given access to alternative livelihoods and jobs created	606	606	100%	
6.3 Number of start-up enterprises established for alternative livelihoods	25	25	100%	• After the focussed trainings, 25 groups were established and supplied with a total of 150 goats (*125 does and 25 bucks*), to diversify their incomes in goat rearing enterprise • 484 beneficiaries (60% women) received the goats
Component 2: Integrated Water Resources Management				
Output 7: Existing Integrated Lake Management Plans (ILMP) updated and adopted				**Output was fully achieved.**
7.1 LEA Basin natural resources database developed	1	1	100%	The Integrated Basin Management Plan (IBMP) study developed several deliverables, including: *a.* Lakes Edward and Albert Basin Strategic Investment Plan (LEAB SIP) approved *b.* Basin Situational Analysis Report *c.* Design of permanent transboundary basin organisation *d.* 7 Thematic investment sub-plans in *(i) Water resources management (incl. flood and drought management, environmental monitoring, watershed and wetland rehabilitation, pollution management), (ii) Fisheries resources and aquaculture, (iii) Agriculture and livestock, (iv) Navigation and maritime safety, (v) Invasive aquatic weeds control, (vi) Hydropower and electrification, and (vii) Strategic basin infrastructure.* *e.* Basin water resources management and planning model, *f.* Natural resources database, *g.* Web-based Basin Information Management System.
7.2 Integrated Lakes Management Plan updated	1	1	100%	
7.3 Basin water resources management and planning model developed	1	1	100%	
7.4 Number of knowledge products (hardcopy/ electronic) developed	10	10	100%	
Output 8: Water quality and quantity assessment enhanced				**The output was fully achieved.**
8.1 Hydromet design report for basin water quality and quantity assessment	1	1	100%	• An optimal basin water quantity monitoring network was identified in the Integrated Basin Management Plan study. • A basin water quality Monitoring Network and basin water quality Sampling Manual/Protocol were also agreed by both countries – to guide the regional/basin water quality monitoring and assessment.

Output indicators (as specified in the RLF)	**Most Recent Value (A)**	**End Target (B)** (*expected value at completion)*	**Progress towards end target (A/B)** *(% realized)*	**Narrative Assessment**
				• Other strategic regional hydromet stations are planned to be installed under a separate Nile Basin Initiative (NBI) Hydromet project (with EU funding) covering the entire Nile Basin countries.
8.4 Number of mobile water quality laboratories procured and operational	2	2	100%	• Two fully equipped mobile water quality laboratories (comprising vehicles, field equipment & accessories) were delivered to both countries (one to Bunia in DRC and another to Fort Portal in Uganda). Both are operational • Completed training of national water quality experts [*12 Ugandan experts (5 women, 7 men), and 18 DRC experts (0 women, 18 men)*], in operation and maintenance of the new mobile water quality laboratory
8.6 Bathymetric/ hydrographical surveys conducted	2	2	100%	• Two Bathymetric/ hydrographical surveys completed, one for Lake Edward and Lake Albert. • Key survey products for each lake included: *a. Lake-bed bathymetry* *b. Base (Zero) water level* *c. Lake Shorelines, Islands and Obstructions* *d. Sediment distribution and classification of the lake bottom,* *e. high resolution imagery for 6 key harbours (of Tchomia, Mahagi Port and Kasenyi – in DRC; and Kaiso, Butiaba and Ntoroko – in Uganda), and for the transboundary Semliki delta wetland – on Lake Albert* • 32 regional and national experts (*7 women and 25 men*) trained in Bathymetry data collection, analysis and processing
Output 9: Catchment based water resources management established				**The output was fully achieved.**
9.1 Number of Catchment-based water resources Management Plans (CMPs) developed	3	3	100%	• 3 CMPs of *Nkusi, Muziizi* and *Semliki* river catchments completed and approved
9.2 Number of Catchment Management Organization established	3	3	100%	• 3 Catchment Management Organizations (CMOs) established for *Nkusi, Muziizi and Semliki* river catchments. Each CMO comprises a Catchment Stakeholder Forum (CSF), a Catchment Management Committee (CMC), Catchment Technical Committee (CTC) and Catchment Management Secretariat (CMS) • 3 Catchment Management Committee (CMCs) of *Nkusi, Muziizi and Semliki* river catchments elected and trained in catchment-based IWRM, and in their roles and responsibilities in the CMP planning and implementation
Output 11: Integrated Control of aquatic invasive weeds adopted and implemented				**The output was fully achieved.**
11.1 Regional integrated aquatic weed management plan developed	1	1	100%	A basin-wide Aquatic Invasive Weeds management sub-plan was developed as part of the Integrated Basin Management Plan

Output indicators (as specified in the RLF)	**Most Recent Value (A)**	**End Target (B)** *(expected value at completion)*	**Progress towards end target (A/B)** *(% realized)*	**Narrative Assessment**
Component 3: Project Management and coordination				
Output 12: Project Management				No grant condition was outstanding and the PIU was effectively coordinated with regular progress reporting made.
12.1 Regional PIU fully constituted	1	1	100%	
12.2 Number of annual work plans and procurement plans prepared and approved	5	5	100%	
12.3 Number of progress reports prepared	25	25	100%	
12.4 Number of external audits conducted	5	5	100%	
12.5 Mid Term Review (MTR)	1	1	100%	
12.6 Project Completion Report	1	1	100%	

Despite some delays experienced at the project start and challenges during implementation (i.e. intermittent insecurity in some parts of the project area, the global COVID-19 pandemic, sporadic emergence of other deadly diseases like Ebola, Congo cranium haemorrhagic, cholera, yellow fever in some parts of the project area, etc), the outputs performance indicates that very good progress was made towards achieving the project development objective.

The rating for achievement of Outputs is *Highly Satisfactory (HS)*.

4.2. Project Outcomes

The project has the following two outcomes:

i. Sustainable utilization of fisheries and allied natural resources of the Lakes Edward and Albert Basin through harmonized legal framework and policies;
ii. Enhanced women's access to resources.

The rating for the Project outcomes was assessed and evaluated in terms of the following three dimensions: (i) Relevance, (ii) Effectiveness, and (iii) Efficiency.

A. Relevance

This project objective and purpose is in line with the needs that have been assessed within the communities in the Lakes Edward and Albert which are characterized by high rates of poverty as compared to other parts of the two countries and high population growth rates. These issues are worsened by political instability and food insecurity. These factors have exacerbated the pressures on the exploitation of natural resources including the fish, water and forestry resources in the Lakes' basin. The project, therefore, was aimed at reversing this trend and conserving the basin's water resources and fish breeding ecosystem.

The Project was identified as a follow up to the closed LEAF I project which constructively engaged the various stakeholders in the Lakes' Catchment area that led to the preparation of different Investment options. According to the PAR, the Project design involved the direct engagement of all the key stakeholders and ensured an active participation of the direct beneficiaries (men and women) in the two countries through public consultations and interactions.

Congruency with policies and strategies

The project falls within the priorities of AfDB – GEF partnership in promoting climate resilience. It is consistent with the shared vision of the Nile Basin Initiative (NBI), and the NELSAP Strategic Plans of 2012-2016 and 2017-2023 which aim to contribute to the eradication of poverty, economic growth, and reversal of environmental degradation in the Nile Equatorial Lakes region. The project is also consistent with IGAD (of which Uganda is a member) Environment and Natural Resources Strategy, and the agricultural and environmental policies of ECCAS (of which DRC is a member) and the international agreements relating to wetlands (RAMSAR), climate change (UNFCCC), biodiversity (CBD) and the Code of Conduct for Responsible Fisheries (CCRF).

The project is aligned to the AfDB's Ten-Year (2013-2022) Strategy, which emphasizes inclusive and green growth by supporting activities that would increase the income of the vulnerable groups, especially women and youth, and promoting efficient forestry resource management. It is also in line with the Bank's Strategy for Addressing Fragility and Strengthening Resilience in Africa (2014-2019), and the thrusts of the 2011-2015 Action Plan on Climate Change.

In Uganda, the project outcomes are consistent with the Vision 2040, National Development Plan III (2020 – 2025), National Adaptation Programmes of Action (NAPA) (2007), Intended Nationally Determined Contribution (INDC) (2015) and other sectoral strategies and policies. In DRC, it is consistent with the 2017-2050 National Strategic Plan for Development (PNSD) which is the country's overarching development strategy, 2006 NAPA, and other sectoral strategies and policies.

Adequacy of project design

This intervention was designed as a stand-alone Investment Project with the main aim of supporting livelihood and infrastructure development and capacity building activities which will lead to enhanced harmonization of Policy and regulative frameworks of the shared Lakes Edward & Albert. Such a design of "stand-alone project" instead of two separate projects was chosen to facilitate harmonization of regulations and policies related to the two lakes. Implementation arrangements were properly put in place at both the national and regional levels, and institutional responsibilities were well addressed and explained. These included a decentralised implementation approach through both countries and at the regional level (NBI/NELSAP), rather than through typical centralised implementation by only one entity. This allowed each implementing entity to fully own the project and be more accountable and effective. The engagement and implementation coordination with all key stakeholders at ministerial, local government and community level, including academia, research agencies, civil society, community-based organisations, etc properly positioned the project and helped in information exchange, feedback and

sustainability of project results.

The project's Relevance is therefore rated *Highly Satisfactory (HS)*.

B. Effectiveness

The achievement of the project Outcomes' effectiveness is presented in Table 4 below:

Table 4: Achievement of Project Outcomes

Outcome indicators *(as specified in the RLF)*	**Baseline value** *(Year)*	**Most recent value** **(A)**	**End target** *(expected value at project completion)* **(B)**	**Progress towards end target** *(% realized)* **(A/B)**	**Narrative Assessment**
Outcome 1: Sustainable utilization of fisheries and allied natural resources of the LEAB through harmonized legal framework and policies					
Average Catch Per Unit Effort[8] (CPUE)	Average monthly CPUE of (2019 CAS): • 2.05 tons/boat/day for L. Albert • 0.8 tons/boat/day for L. Edward[9]	Average monthly CPUE of (2020 CAS): • 2.16 tons/boat/day for L. Albert • 1.07 tons/boat/day for L. Edward[10]	***50%** increase in CPUE of baseline* • 3.075 tons/boat/day for L. Albert • 1.2 tons/boat day for L. Edward[11]	• 70.2% for Lake Albert • 89.2% for Lake Edward	• By the start of the project, there was no lake-wide baseline information on the lake CPUEs. The Project conducted the first-ever lake-wide CASs for both lakes in 2019, which were used as baseline values. • The second lake-wide CASs of 2020 are thus used for comparison in the change in the CPUE • The total annual catch on the lakes increased by 5% for Lake Albert[12] and 33.1% for Lake Edward[13]. • Between the 2018 (baseline) and 2021 Frame Surveys (FSs), the fishing effort greatly reduced, in terms of number of fishers, fishing boats and gears • The intensified national and regional lake patrols and enforcement efforts to reduce illegal, unreported and unregulated (IUU) fishing improved the CPUE on Lake Edward, and increased the total catch and fish sale revenue for both lakes. They also reduced the illegal fishing effort on both lakes. • These enforcement efforts led to confiscation and destruction of prohibited/ illegal fishing gears and boats, closure of illegal fishing sites, release and repatriation of illegal fishers.
% reduction in the use of	Baseline Frame Surveys (of 2018)	Frame Surveys (of 2021)	***50%** reduction target*	% realized	

[8] The catch per unit effort (CPUE) is an indirect measure of the abundance of a target species. Changes in the CPUE are inferred to signify changes to target species' true abundance. A decreasing CPUE indicates over-exploitation. Before the project, there was no reliable baseline information for CPUE for both lakes

[9] Based on Catch Assessment Survey (CAS) (2019)

[10] Based on Catch Assessment Survey (CAS) (2020)

[11] Based on 50% increase in average CPUE

[12] Total fish landed on Lake Albert increased from 376,618 tons (in 2019) to 395,491 tons (in 2020), i.e. a 5% increase

[13] Total fish landed on Lake Edward increased from 32,092 tons (in 2019) to 42,721 tons (in 2020), i.e. a 33.1% increase

Outcome indicators *(as specified in the RLF)*	**Baseline value** *(Year)*	**Most recent value** **(A)**	**End target** *(expected value at project completion)* **(B)**	**Progress towards end target** *(% realized)* **(A/B)**	**Narrative Assessment**
illegal fishing systems[14]	***L. Albert***				• Between 2018 and 2021, a lot of illegal fishing effort (fishers, boats, gears) were removed from both lakes. • This is evidenced by the high level of realization and exceedance of the % target reduction, ranging between 83.4 – 180.4% • This was attributed to intensified national and regional lake patrol and enforcement efforts to reduce illegal, unreported and unregulated (IUU) fishing. These were also supported by sensitization
	48,084 fishers	24,389 fishers	24,042 fishers	98.6%	
	15,285 fishing boats	8,597 fishing boats	7,643 fishing boats	87.6%	
	71,396 illegal gears[15]	28,396 illegal gears	35,698 illegal gears	120.4%	
	L. Edward				
	20,475 fishers	11,230 fishers	10,238 fishers	90.4%	
	3,527 fishing boats	2,055 fishing boats	1,764 fishing boats	83.4%	
	4,359 illegal gears[16]	425 illegal gears	2,180 illegal gears	180.4%	
% increase in catch of other fish species[17]	Baseline Frame Surveys (of 2018) • 16,914 tons landed on Lake Albert • 266.7 tons landed on Lake Edward	Frame Surveys (of 2021) • 14,377 tons on Lake Albert • 227 tons on Lake Edward	25% increase target • 21,142 tons on Lake Albert, and • 333 tons on Lake Edward	-60% -59.9%	• Catch of non-target (other) fish species is normally done by illegal/ unlicensed/ undesirable fishing gears. • Strong enforcement, sensitisation and licensing promoted use of proper gears to reduce catch of other (non-target) fish species, hence their reduction
Outcome 2: Enhanced women's access to resource through:					
% of increased resources allocated to women	51% women engaged in fisheries value chain	60% of women benefitted from the alternative livelihood options of goat rearing	70% of women benefitting from the alternative livelihood options	85.7%	

From Table 4 above, the project *satisfactorily* achieved the expected Outcomes, albeit the highlighted challenges. Whereas the Outcomes were not fully achievable by the end of the project, their achievement shows significant positive progress towards the project development objective and impact.

[14] Illegal fishing takes place when boats or harvesters operate in violation of the fishery laws. In the Lakes Edward and Albert, Illegal, unreported and unregulated fishing (IUU) performed by small-scale fisheries constitute a serious issue to conserve the fish stock.

[15] Illegal gears comprising undersize gillnets below 4 inches, beach seines, boat seines, basket traps, parachute and dugout boats, and cast nets (on Lake Albert)

[16] Illegal gears comprising undersize gillnets below 4.5 inches, beach seines, boat seines, basket traps, parachute boats, dugout boats, raft boats, and cast nets (on Lake Edward)

[17] Other fish species are species that are not a major fishing target but are accidentally captured, retained and sold, plus all discards while fishing for a target species. These generally include species which by quantity are very low or insignificant to the overall catch.

The effectiveness of the project can therefore be rated *Satisfactory (S)*.

C. Efficiency

Timeliness

Implementation of the project was planned for 60 months within which major project activities and milestones were completed. Actual implementation however took 69 months after two no-cost time extensions of the project closure date by a total of 9 months (first from 30 June 2021 to 31 December 2021, and later to 31 March 2022). The time extension was mainly related to implementation delays resulting from the persistent effects of the COVID 19 pandemic, Ebola, insecurity in some parts of the project area which delayed some activities.

Other challenges to timeliness included:

a. At project start there were various inconsistencies between the project cost tables, appraisal documents and the financing agreements. This required a reworking and harmonization of work plans and budgets of the 3 centres (Uganda, DRC, NBI/NELSAP) before any implementation could commence. This delayed project implementation by over 3 months at the start.
b. A frequent changing of Bank Task Managers (TMs) to the project also caused delays, because each new TM required significant time to familiarize themselves with the project, which slowed down the implementation of the project.
c. Delays in Bank approvals for procurement and disbursements were significant in the first 1 – 2 years. The Bank however greatly improved their approval processes and response times, which helped accelerate implementation.

Resource Use Efficiency

By 31 March 2022, the grant disbursement rate was 99.92%, with an undisbursed (but committed) amount of only US$ 6,400 (0.08%) which is for payment for: External Audit for the project extension period of 1 July 2021 – 31 March 2022, which will be conducted in April – May 2022 (after project closure).

Given the success achieved by the project in spite of the numerous challenges, the project's overall efficiency (of timeliness and resource use) is rated *Satisfactory (S)*.

D. Overall Outcome Performance Rating

From the above ratings for the (i) Relevance – *Highly Satisfactory*, (ii) Effectiveness – *Satisfactory*, and (iii) Efficiency – *Satisfactory*, the aggregate Project Outcome performance rating is ***Satisfactory (S)***.

4.3. Assessment of Project sustainability

Sustainability has been assessed on the basis of the following four criteria: *(i) Financial sustainability; (ii) Institutional sustainability; (iii) Ownership and sustainability of partnerships; and (iv) Environmental and social sustainability*. Based on this assessment, the sustainability of the project has been found to be **Likely (L),** with little or no risks attached to it.

Financial Sustainability

Financial sustainability implies identification, already at project design, of the type of funding streams that will exist at the end of project funding in order to provide the resources to enable the achievement of project results to continue (e.g., cost recovery for depreciation and maintenance, in the case of infrastructure and public service delivery). However, although specific mechanisms were not put in place during project design, the following steps will ensure the continued financial sustainability of the interventions, i.e.:

- NBI/NELSAP led the preparation of a long-term Basin Strategic Investment Plan (LEAB SIP), which was approved by both countries. Through this, potential future investments were identified in priority thematic areas of *Water resources management (incl. flood and drought management, environmental monitoring, watershed and wetland rehabilitation, pollution management), Fisheries resources and aquaculture, Agriculture and livestock, Navigation and maritime safety, Invasive aquatic weeds control, Hydropower and electrification, and Strategic basin infrastructure.* The potential investments and other interventions were prioritized and sequenced over a 30-year period (i.e. a portfolio of 'bankable' and climate-resilient investment projects and associated supporting interventions). This LEAB SIP will be leveraged for financial resource mobilisation to implement and monitor identified sub-projects within the LEA basin.
- Since the project is part of existing Government ministries and agencies in both countries, the implementation of any downstream activities dependent on completed project activities will be led by the responsible national ministries and agencies, after the end of the project
- For the fisheries component, on 28 January 2022 both countries formally agreed to establish and operationalise a permanent bilateral fisheries organisation (the Lakes Edward and Albert Fisheries and Aquaculture Organisation [LEA-FAO]), envisaged to start operations from July 2022. This will be jointly funded, owned and coordinated by both countries. The countries will agree on how or when to expand the functions of the organisation, to include other transboundary aspects on water resources and environmental management, navigation and water transport, etc.

Financial sustainability is therefore rated *Highly Satisfactory*.

Institutional Sustainability

The NBI/NELSAP led the implementation of regional project activities, including among others, (i) providing technical support in activity implementation and overall coordination, (ii) coordinating the harmonization of procedures and strategies, (iii) monitoring and reporting on overall project progress, (iv) maintaining constant liaison with national implementing institutions and the Bank, and (v) sharing information on good practices, etc. The national project components were led and implemented by the national PIUs which are integrated within existing Government institutional structures and systems.

The institutional architecture of the project was effective, because all PIUs were centrally integrated within existing institutional structures and systems. In cases where specific expertise/skills were lacking, the PIUs would draw from wider pools from their relevant Government ministries and agencies, and/or across the PIUs' shared staff pool. Focused trainings were also undertaken for the PIUs and other Government personnel in key aspects of the project, which improved their skillsets and capacities.

The project's governance structure of having the Project Steering Committee(s) constituted by Permanent Secretaries (Secretary Generals) of relevant ministries of Water Resources and Environment, Fisheries, Works and Transport (or Infrastructure), Foreign Affairs, Finance, etc – provided an effective means for strategic and policy guidance and support.

For the longer-term, the established permanent Lakes Edward and Albert Fisheries and Aquaculture Organisation [LEA-FAO] will lead the coordination, financial mobilization, and implementation of cross-border fisheries actions. The countries will agree on how or when to expand the functions of this organisation, to include other transboundary aspects on water resources and environmental management, navigation and water transport, etc.

The existing institutional set-up and capacities are deemed sufficient to ensure the continued sustainability. Institutional sustainability is therefore rated *Highly Satisfactory*.

Ownership and Sustainability of Partnerships

From the onset of project implementation, different partnerships and collaborations were formed and maintained, to ensure long-term project support, ownership and experience exchange. At the regional level, these included partnerships with other regional organisations such as the Lake Victoria Fisheries Organisation (LVFO), Greater Virunga Transboundary Collaboration (GVTC), etc. All these regional organisations are permanent, and the collaborations will go beyond the project's timeline because they are also all mainstreamed into Government structures of their beneficiary countries.

Deeper and more active partnerships were maintained with several key national agencies, such as national fisheries research agencies (NaFIRRI of Uganda, SENADEP of DRC, etc), for key fisheries assessment studies, etc. A range of other national agencies and departments were fully active throughout implementation of the project.

The project promoted local content and capacity strengthening through engagement of national/regional agencies and consultants, contractors and other service providers. This ensured sustainability of institutional and technical capacities way into the future.

For continued ownership and sustainability of partnerships after project closure:

- Bilateral cooperation was strengthened between both countries, including signature of a bilateral fisheries agreement; establishment and operationalisation of a bilateral fisheries organisation (LEA-FAO); harmonization and adoption of several Standard Operating Procedures (SOPs) for joint lake patrols, fisheries frame and catch assessment surveys, regional water quality monitoring and assessment, formation and maintenance of active communication channels for lake conflict resolution between both countries, etc.
- the implementation of any downstream activities dependent on completed project activities will be undertaken by the responsible national ministries and agencies.
- Establishment and operationalisation of the permanent bilateral fisheries organisation (LEA-FAO) will ensure longer-term sustainability of partnerships, national and bilateral ownership and support to the fisheries' priority activities

Given all these efforts for ensuring ownership and strengthening partnerships, their sustainability is rated *Highly Satisfactory*.

Environmental and Social Sustainability

In line with the Bank's Integrated Safeguards System, the project was assigned environmental category 2. An Environment and Social Management Plan (ESMP) for the project was developed as part of the project's appraisal process and was followed accordingly.

Most of the NELSAP project activities involved consultancy studies, technical assessment and surveys, procurement of goods, but excluded construction of any physical infrastructure. Construction of some infrastructure was done through the national PIUs, i.e. fish landing sites to improve fish productivity and reduce post-harvest losses; feeder roads to improve access to and from the fish landing sites and access to markets; fisheries research stations; lake surveillance stations; a water quality laboratory and office block in Uganda; and water and sanitation facilities. The scale of all these constructions was small, so their direct impacts were not significant, and were effectively managed. However, site-specific environmental impact assessments and ESMPs were prepared following national systems and requirements; and implemented accordingly. The necessary approvals were issued by national environmental agencies for the infrastructure construction.

The national PIUs mitigated, monitored and reported on environmental and social risks for the different project works. The monitoring reports show that the project generated significant positive impacts and had insignificant negative impacts, thus implemented without incident.

In general, environmental and social issues were well addressed, including monitoring and tracking of gender issues. The rating for E&S sustainability is therefore *Highly Satisfactory.*

4.4. Progress to Impact

The impact of the project as described in the Logical Framework is "*Poverty Reduction and sustainable livelihoods for local communities and global environmental benefits*". Performance indicators for the Impact of the project are: (i) National Poverty Rate; and (ii) Food Security Status. National Poverty Rate is assumed to be reduced from 71% and 19.5% (in DRC and Uganda respectively) below the USD 1.25 purchasing power parity/day to 60% and 15% below USD 1.25 PPP/day by 2019. On the other hand, food insecurity in DRC and Uganda will be reduced from 75% and 65% to 50% and 45% respectively.

The Table below shows the impact performance.

Impact indicators (*as specified in the RLF*)	**Baseline value (a)**	**Most recent value (b)**	**End target** *(expected value at project completion)* **(c)**	**Assessment**
Poverty reduction and sustainable livelihoods for local communities and global environmental benefit	71% & 19.5% respectively for DRC & Uganda below US$ 1.25 purchasing power parity/day	63.9%[18] & 21.4% for DRC & Uganda	By Year 2021, 60% & 15% respectively below US$ 1.25 PPP/day	Unlikely to be achieved due to the small scale and limited demographic scope of project in comparison to the problem (i.e. 400,000 beneficiaries out of total project area population of 16 million)
	75% and 65% food insecure people in DRC and Uganda respectively	33%[19] and 11% insecure people in DRC and Uganda	50% & 45% of food insecure persons in DRC and Uganda	

The project had a limited demographic coverage, i.e. targeting 400,000 beneficiaries out of the population of the project area of 14 million people. Therefore, its absolute contribution to the national poverty and food insecurity reduction metrics, was insignificant. The indicator targets for the impacts were therefore unrealistic, (i) since they are national-wide values and not localized to the project area, (ii) the project had a small-scale budget (of about USD 27.5 million) focusing to benefit a meagre 400,000 people – which wouldn't significantly dent the national-level impact values.

It is also recognized that the project area is fragile in regards to its security, with many existing pockets of armed rebels and militia groups, especially on the part of the Eastern DRC. During the project duration, there were often intermittent insecurity episodes which led to killings of civilians, massive migrations (especially from DRC into Uganda) and associated humanitarian challenges. Part of the same project area was a hotspot of the Ebola epidemic in 2018 – 2019, which forced the national DRC project office to relocate from Butembo (an Ebola hotspot) to Goma in August 2019. The emergence and persistence of global COVID-19 pandemic also negatively inflicted the area, and increased the fragility and economic vulnerability of some of the project area communities.

Both countries acknowledged that the project achieved significant benefits and results, and recommended to expand its target demographic footprint and beneficiaries, through a bigger subsequent project phase (LEAF Phase III). This will draw from lessons learnt to scale up successes, and increase the impact area and beneficiaries. To-date, both countries and NELSAP/NBI have submitted formal commitment letters and a Concept Note to AfDB prioritizing the LEAF Phase III, with an estimated budget of USD 195 million.

[18] Source: UN Human Development Report (UN HDR) (2021)

[19] Source: UN FAO Country Profiles for DRC and Uganda (2021)

Additional impact results

Description	Type	Positive or negative	Impact on project (*High, Medium, Low*)
1. Signing of bilateral fisheries agreement as a legal binding instrument to guide joint sustainable fisheries management of the shared lake	Institutional/ Social/ Political	Positive	High
2. Signing of bilateral Communique between both countries establishing and operationalising a bilateral fisheries organisation (the Lakes Edward and Albert Fisheries and Aquaculture Organisation [LEA-FAO])	Institutional	Positive	High
3. Improved bilateral cooperation and lake conflict resolution mechanisms between Uganda and DRC, with joint lake surveillance operations, and communication channels	Social/ Political	Positive	High
4. Professional collaboration networks formed and strengthened between both countries, in areas of fisheries resources and aquaculture, water resources management, maritime security, etc	Social/ Political/ Economic	Positive	High
5. Strengthened data collection mechanisms in both countries, in aspects of fisheries resources and aquaculture, water resources management, maritime operations, etc	Knowledge/ Institutional	Positive	High
6. Improved security on both lakes due to project-supported regional and national lake patrols, and enforcement efforts	Social/Political/ Economic	Positive	High
7. The project generated a lot of new/ novel knowledge, through conducting the first-ever regional (lake-wide) fisheries frame and catch assessment surveys, joint cross-border lake patrols, lake bathymetric surveys, fish breeding areas on both lakes, potential cage aquaculture development sites, first-ever regional Fisheries Information Management System, etc	Knowledge/ Economic	Positive	High
8. Knowledge and technology transfer during trainings for alternative livelihoods, improved fish handling and processing; operation of patrol boats, mobile water quality laboratory equipment, etc	Social/ Economic	Positive	High
9. The Project inculcated a strong sense of national ownership of the shared resources (of the fisheries, water resources, etc), which is a key ingredient for sustainability	Social/ Political/ Economic	Positive	High

In conclusion, in spite of the challenges of unrealistic impact targets, limited demographic coverage, etc, the project impact is rated *Satisfactory (S)*.

Furthermore, the project's designed activities, outputs and outcomes are properly linked, and are envisaged to contribute to the project impact and project development objective.

4.5. Assessment of Project Monitoring & Evaluation System

Design

The aim of Monitoring and Evaluation (M&E) is to assist the NELSAP and agencies in the partner states to assess project performance based on the indicators outlined in the Results Framework of the project. Monitoring basically consisted of continuous and/or periodic review and surveillance of activities with respect to management, and the implementation of the work plans. The project's M&E focused on three aspects: *(i) project implementation*; *(ii) project performance*; and *(iii) project impact and sustainability*.

The project established an appropriate monitoring and evaluation (M&E) system (building on the *NBI Result based policy, Strategy and toolbox for Work planning, Reporting and M&E*) to track progress against these core indicators as well as against a larger set of component-wise indicators that will paint a broader picture of overall project performance. The Regional Project Coordinator, supported by the NELSAP Senior Economist, assumed on behalf of the implementing agencies the responsibility for the overall M&E of LEAF II.

The Table below shows the status of critical M&E activities identified at appraisal.

Table 5: Timing, Responsibility and Budget of M&E activities

M&E Activity	Timing/Frequency	Responsibility	Budget, US$	Status
Inception /Induction workshop	Within first two month of the project startup	NELSAP-CU and PIU	40,000	Completed with AfDB and the countries in 2016
Harmonizing data gathering and analyses procedures, methods, standards, tools and protocols among countries	Within first two month of the project startup	NELSAP-CU	20,000	• Done across several Outputs • Bilateral harmonization is never a one-time event but was actively done by the project across several activities
Developing a regional M&E system and information sharing protocols, linked to the web-based Management Information System (MIS)	Within first two month of project startup	NELSAP-CU	20,000	• The M&E function was done with support of the NELSAP M&E Specialist and the Regional Project Coordinator. • Project established information sharing protocols between the countries and NELSAP

M&E Activity	Timing/Frequency	Responsibility	Budget, US$	Status
Technical Reports	Semi-Annually, Annually	NELSAP-CU, PIU	20,000	Done throughout the project
External Audit Reports	Annually	NELSAP, External Consultant	60,000	Done in time, with all reports obtaining unqualified opinion
Periodic Monitoring and Evaluation Visits to project area	Semi annually	NELSAP-CU	60,000	Done with the countries
Mid Term Review	End of Year 3	Independent consultant contracted by NELSAP-CU	40,000	Done, and project rated Satisfactory
Project Completion Review (PCR)	End of Year 5	AfDB, NELSAP-CU	40,000	• Completed for the AfDB template, and rated Satisfactory • Almost complete for the GEF template
TOTAL			**300,000**	

The M&E design has been well planned, and is rated *Highly Satisfactory (HS)***.**

M&E Implementation

The M&E services for LEAF II Project Regional Component is sourced from the NELSAP-CU. The NELSAP-CU has an M&E system and a Specialist in place. That is, monitoring and evaluation processes are managed by a semi-independent branch of the implementing organization (NELSAP-CU). Performance indicators and targets as included in the project's results framework are relevant when measuring the effectiveness and timely implementation of project activities, outputs and immediate outcomes.

The Mid-term Review (MTR) was conducted after 3 years of project implementation, and rated the project *Satisfactory*. At the time, most key procurements and project activities were completed, or in advanced stages of implementation.

The Table below shows the actions made to the recommendations made at the MTR stage:

No.	MTR recommendation	Action taken/ status
1	Procurement of project activities take time. Front-load procurement of remaining activities and maintain efficient disbursement capacity.	Done, and all procurements and completed
2	LEAF II Project covers about 400,000 out of 14 million riparian people. Reflecting on the huge multi-sectoral development need of the long forsaken/deprived basin, a design of a 3rd phase of a sustainably well-funded LEAF Program is recommended to address the thematic investments targeting alleviation of development impediments as evolved/unearthed during the implementation of LEAF II Project.	For bigger impact and wider demographic coverage, both countries approved a bigger subsequent Phase III (LEAF Phase III). They already submitted formal commitment letters and Concept Note to AfDB. AfDB is supporting the countries and NELSAP in the preparation process
3	Due to the setting of the challenges, which are fundamentally transboundary, the current institutional arrangement setup of NBI/NELSAP acting as coordination fulcrum is deemed eminently appropriate and well positioned to support the development needs of the basin.	Noted, and is still recommended as the regional coordination institution even for the planned Phase III (LEAF Phase III)
4	Review of the CEO Letter of Endorsement, shows that price contingency was not considered in the grant resources to cover items of cost (price contingency) which are not known exactly at the time of project cost estimate. Given this constraint, the MTR recommends for utilizing buffer savings from other activities or revision of list of goods and services (LOGS) to be able to salvage important procurements.	The project's lists of goods and services (LOGS) was done and approved by AfDB in October 2020
5	The AfDB (Bank) has supervised the project thrice in four years of project implementation. Though there have been communications between the Project Coordination and Management Team with the Bank, regular supervision of the project provides the Bank with on-fingertip information that helps in informed decision making and quick response on project requests to the Bank, and this expedites project implementation. The MTR recommends that AfDB makes regular project supervisions at least twice a year to get abreast with the project implementation issues.	Done. AfDB supervision and follow up was strengthened

Overall, the M&E implementation status of the project at Terminal Evaluation is rated *Highly Satisfactory (HS)*.

4.6. Assessment of Project Implementation & Execution

Implementation arrangements

At the regional level, the project is anchored and mainstreamed in the NELSAP-CU in Kigali, Rwanda, and comprises a Regional Project Coordinator doubling as the Water Resources Expert, a Regional Fisheries Expert, Financial Accountant and an Administrative Assistant – financed by the Project. The regional PIU is supported on a needs-basis by other NELSAP specialists in Procurement, Environmental Management, Social Development, etc. The regional unit (i) provides technical support in activity implementation and overall coordination, (ii) coordinates the harmonization (convergence) of procedures and strategies, (iii) leads and implements joint and regionally coordinated activities, (iv) monitors and reports on progress and liaises with national implementing institutions and the Bank, (v) shares information on good practices, among other things.

A Regional Project Steering Committee (RPSC) was established to provide strategic guidance for the smooth implementation of the project. The RPSC comprised the Permanent Secretaries and Secretary Generals from the Ministries in charge of Agriculture & Fisheries, Water/Environment, Finance, Foreign Affairs and Works/Infrastructure of the two countries. The RPSC meets at least once a year, in which sessions they (i) review project progress of the three LEAF implementing centres of NELSAP/NBI, Uganda, DRC; (ii) review and approve project annual work plans and budgets for the 3 LEAF centres; and (iii) provide strategic and policy guidance for improved project implementation. In cases where there are no meetings, they are directly requested for guidance by formal communication (via letters/ emails). The RPSC was evaluated as effective and timely in their function and support.

Procurement and Financial Management Arrangements

Procurement Management**:** Procurement of goods and consultancy services was carried out in accordance with the Bank's Rules and Procedures, using the relevant Bank Standard Bidding Documents, and the provisions stipulated in the Financing Agreement. NELSAP-CU assumed responsibility for procurement of goods and services for its activities using its institutional procurement procedures through its Procurement Unit headed by a Procurement Specialist. A procurement plan (PP) was prepared at the beginning of project implementation covering a period of eighteen (18) months. The procurement plan was updated annually or as required during the implementation of the project period.

Financial Management: NELSAP used its existing financial systems in initiating, recording, reporting, and auditing the financial transactions of the Project. The accounting system in place conformed to the financing agreement as well as the NELSAP's Finance and Administration manual.

Disbursement arrangement: NELSAP used the Special Account (SA) and the direct payment (DP) methods of disbursement and opened a special account in USD currency in a bank acceptable to the Bank. NELSAP prepared and submitted timely quarterly interim financial reports to the Bank.

Annual audits: these were carried out on a regular basis by independent external audit firms recruited on a competitive basis and in accordance with the standard Terms of Reference (TOR) of the Bank. All the project's external audits obtained unqualified (clean) audit opinions.

Monitoring: NELSAP ensured that a proper M&E system is in place.

Sustainability: The integration of the Projects' team within the existing structures of the national PIUs in DRC and Uganda ensured that there would be continuity even after the Project's activities end. The sensitization, organization and training and capacity building of the beneficiaries ensure adequate management of the infrastructure which would eventually be entrusted to beneficiary organizations like the UGREPs/BMUs, NaFIRRI, etc.

Risk management: There were two major risks envisaged. The first risk related to Political disagreement between the two participating states that had the potential of stalling the overall objective of the Project. The mitigation measure has been to promptly implement this project so that confidence building between the two states will be a dividend especially when a neutral third party like the Bank and NBI play a critical role. The second risk related to the volatility of the DRC region as result of the prolonged civil war in that country. Recent oil discoveries may have a potentially devastating impact on the lakes environment and the livelihoods pattern in the area. An enabling environment was created for gradual engagement with the oil prospectingcompanies to meet their social corporate responsibilities to the project beneficiaries. Furthermore, the project did support activities that will support equitable distribution of resources in collaboration with the participating countries in order to reduce tension created by poverty.

Given the assessment above, the quality of implementation pertaining to the role and responsibilities by the AfDB-GEF unit is rated *Highly Satisfactory (HS).* The quality of Execution pertaining to the role of the NELSAP-CU in discharging the responsibilities of carrying out project activities is also rated *Highly Satisfactory (HS).*

4.7. Other Assessments

Co-financing

The project was jointly financed by AfDB loan and grant resources to the national components, and GEF IW allocation for the regional component led by NELSAP-NBI. The project's estimated total cost is UA 16.76 million, comprising ADF (AfDB) resources of UA 11 million (UA 5 million as loan to Uganda and UA 6 million as grant to DRC), a co-financing GEF grant of UA 5.532 million (US$ 8.1 million) towards implementation of the NELSAP regional project activities. NELSAP/NBI also provided US$ 0.228 million in-kind contribution, in form of additional NELSAP/NBI experts of procurement, M&E, communication, etc to support the project as needed; office space and utilities. Co-financing contributions from NELSAP-NBI did materialize smoothly and there were no issues or delays.

The Government of Uganda also provided additional counterpart financing to its national project activities, to the tune of US$ 3,327,364.

Environmental & Social Safeguards

In line with the Bank's Integrated Safeguards System, the project was assigned environmental category 2. An Environment and Social Management Plan (ESMP) for the project was developed as part of the project's appraisal process and was followed accordingly.

Most of the NELSAP project activities involved consultancy studies, technical assessment and surveys,

procurement of goods, but excluded construction of any physical infrastructure. Construction of some infrastructure was done through the national PIUs, i.e. fish landing sites to improve fish productivity and reduce post-harvest losses; feeder roads to improve access to and from the fish landing sites and access to markets; fisheries research stations; lake surveillance stations; a water quality laboratory and office block in Uganda; and water and sanitation facilities. The scale of all these constructions was small, so their direct impacts were not significant, and were effectively managed. However, site-specific environmental impact assessments and ESMPs were prepared following national systems and requirements; and implemented accordingly. The necessary approvals were issued by national environmental agencies for the infrastructure construction.

The national PIUs mitigated, monitored and reported on environmental and social risks for the different project works. The monitoring reports show that the project generated significant positive impacts and had insignificant negative impacts, thus implemented without incident.

In general, environmental and social issues were well addressed, including monitoring and tracking of gender issues.

Gender Concerns

The project design emphasized strong gender focus with support and empowerment of women to increase their access to and control of assets, income levels, and decision making. Although the project was designed before the AfDB Gender Marker System (GMS) tool (of 2020) to mainstream gender in the Bank's projects, it would correspond to a Category II (GEN II) with high positive impact on gender gaps reduction.

NELSAP-CU has a Gender Mainstreaming Strategy, and Guidelines and Checklists for mainstreaming gender into different projects (including in fisheries development) – which documents guide gender action. To date, 60% of staff at the PIU level are women although high-level positions are occupied by men. Gender was mainstreamed into all TORs to ensure gender issues and metrics are captured in all studies and activities. Gender analysis was conducted for the Basin Strategic Investment Plan (LEAB SIP), Catchment Management Plans (CMPs), in trainings of fish processing, value addition and alternative income generating activities (in which women represented 57.4% of the beneficiaries). Capacity building focused on empowering women in fish processing and value addition, and alternative income generating activities.

The project utilised the expertise of the NELSAP Social Development Expert to provide regular guidance for the project. NELSAP also benefitted from Gender Mainstreaming documents, namely, a Gender Mainstreaming Strategy, Gender Mainstreaming Guidelines and Checklists for NELSAP Projects. These guidelines helped to design Catchment Management Plans (CMPs) in Nkusi, Muziizi and Semliki, in accordance with Districts and Provincial plans, that were gender-sensitive.

More information will also be compiled and shared after further consolidation with the national components. This will constitute an excellent basis for learning and preparing the follow-on project (LEAF Phase III).

Annex 6 shows details of the trainings provided by the project, by gender.

Stakeholder engagement

Rating	Stakeholder	Narrative assessment on the performance of other stakeholders, including co-financiers, contractors and service providers
Satisfactory	AfDB-GEF Unit	The Bank maintained a flexible and proactive approach to supporting the project, and provided timely responses and guidance for different issues. The introduction of the Bank's online Client Connection for disbursement also helped reduce delays. Some delays were experienced at project start-up due to inconsistent project documents, as well as delays in procurement and disbursement approvals during the 1-2 years of the project. The Bank, however, streamlined its turnaround times which helped accelerate implementation. A total of three Bank supervision missions were undertaken by the Bank for the NELSAP regional component, with the third and last one being a Virtual MTR Supervision Mission. Three Task Managers (TMs) were assigned to the NELSAP component throughout the project duration. This fairly high TM turnover often caused some delays because each new TM took time to understand and acclimatise to the project. The Bank's assigning of separate Task Managers (TMs) to each PIU (of DRC, Uganda and NELSAP) was found to be inefficient due to limited internal coordination between them. The efficiency of the 3 TMs of the 3 centres was also different which delayed progress of some PIUs relative to others. It is thus proposed that for such interlinked multinational projects, one lead TM is assigned to oversee all the PIUs, but can be deputised and supported by alternate TMs.
Satisfactory	National Project PIUs of DRC and Uganda	Performance of the other implementing EAs of this project (i.e. the national PIUs of DRC and Uganda) was satisfactory in spite of the abovementioned challenges. A close working collaboration was maintained between the 3 PIUs, and the national PIUs actively supported the regional PIU in implementing several regional activities
Satisfactory	Central Government and Provincial/ Local Government Entities	Performance of the relevant Central Government actors (e.g. relevant Ministries, Departments and Agencies of both countries), and Local Government Entities (e.g. Districts in Uganda, and Provinces in DRC, and lower-level actors) was satisfactory. They remained supportive to the project
Satisfactory	Consultants	All the consultants delivered high quality products although some of them delayed to complete their contracts within the original timelines. This led to extension of some contracts although all were eventually completed
Satisfactory	Other service providers	Performance of this stakeholder group (e.g. suppliers of goods, other project services, etc) was satisfactory. The project procured high quality capital goods (including a project vehicle, patrol boats, equipped mobile water quality laboratory vehicles, office OT equipment) which remain operational and very useful at the end-user level

5. Lessons and Recommendations

The terminal evaluation has identified a number of lessons from the design and implementation of this project. Below are some of those lessons and recommendations for future project phases or new projects.

Key lessons learned

Key issues	Lessons learned	Target audience
1. Effective coordination for interlinked multinational project	The transboundary/multinational nature of the project somewhat affects project progress if not effectively coordinated. The project underscored the relevance of NBI/NELSAP as the regional EA to the transboundary cooperation between Uganda and DRC by bringing together both states to develop and implement projects for the mutual benefit of their people and the region. Additionally, NBI/NELSAP as the regional EA made it possible to have a common/harmonized approach to tackling the issues central to the LEA basin. It was particularly possible to share lessons and adapt implementation based on the knowledge sharing coordinated by NBI/NELSAP.	Governments, Bank, NBI/NELSAP
2. Baseline information during project preparation and appraisal	At project preparation and appraisal, there were gaps in availability of some baseline data for the Outcome indicators, although these were later obtained through scientific studies during project implementation. Where possible, baseline information should be collected at project appraisal, to enable tracking of change in all key performance indicators at start and end of a project.	Bank, Governments, NBI/NELSAP
3. Improvement in gender analysis, monitoring and reporting	It is important to have accurate gender baseline information at appraisal, and to continuously collect key gender-related information throughout project implementation. Consistent monitoring and reporting on gender actions and impact should also be ensured during implementation	NBI/NELSAP, Governments, Bank
4. Improved ownership of common goods and resources	The Project inculcated a strong sense of national ownership of the shared resources (of the fisheries, water resources, etc), which is a key ingredient for sustainability	NBI/NELSAP, Governments
5. Strengthened institutional capacities important to long term sustainability	Effective implementation and sustainability of project activities beyond the project timeline requires capable and strong institutions. In this regard, during implementation and beyond, capacity gaps should be identified and filled (through institutional capacity development), to ensure institutional sustainability and to secure the project's results and impacts	Governments, NELSAP

Key recommendations

Key issue	Key recommendation	Responsible	Deadline
1. Ensuring continued financial support to sustain project results	In order to maintain the positive project benefits and results, both Governments should continue monitoring, evaluating, operating and maintaining them, to ensure their sustainability and reaping of their societal rewards beyond the project's timeline. This, thus, requires allocating of some funds towards this endeavour	Governments, NELSAP	Continuous
2. Strengthened institutional capacities important to long term sustainability	Effective implementation of project activities and ensuring their continuity beyond the project timeline requires capable and strong institutions. In this regard, during implementation and beyond, capacity gaps should be identified and filled (through institutional	Governments, NELSAP	Continuous

Key issue	Key recommendation	Responsible	Deadline
	capacity development), to ensure institutional sustainability and to secure the project's results and impacts		
3. Gender analysis, monitoring and reporting	It is important to have accurate gender baseline information at appraisal, and to continuously collect key gender-related information throughout project implementation. Consistent monitoring and reporting on gender actions and impact should also be ensured during implementation	Governments, NELSAP	Continuous
4. Importance of partnerships and synergies with other actors	For such multi-sectoral and multinational projects, establishing and maintaining partnerships and synergies with key stakeholders and actors is very critical and cannot be underscored. This helps improve project ownership, tap into institutional strengths and capabilities of other stakeholders, reduces duplication of activities and helps optimise the required resources and synergies for the project. These partnerships can also be leveraged to attract additional financial resources to improve the project impact	Governments, NELSAP	Continuous
5. Sustainability of project results	The project delivered several positive results and benefits, which were anchored in existing Government structures to ensure continuity and sustainability of the outputs and outcomes. The project exit and sustainability strategy included actively involving all key stakeholders throughout the project implementation, and aligning all activities to their relevant line Ministries and agencies, in order to allow for smooth continuity at project exit. Building on this, an elaborate project exit and sustainability strategy should be developed at appraisal	Governments, NBI/NELSAP	At project appraisal
6. Promotion of local content for effective project implementation	NELSAP actively encouraged local/national agencies or consultants to undertake several of the project research work and some technical studies. This approach proved successful, strengthened national institutional and technical capacities; increased project buy-in, ownership and support; and boosted the sustainability of the project results. It also improved project effectiveness and implementation efficiency	NBI/NELSAP, Bank, Governments	At appraisal, implementation and post-implementation
7. Interdependence of different project PIUs	Since the project was implemented by 3 centres and some activities were interlinked and sequenced across the 3 centres, a delay by one centre would occasionally spill into delays for other centre. Since the Task Managers were different for each PIU, this also slowed the required remedies to such delays. To avoid such interdependent delays, it is recommended that each multinational project is headed by a lead TM who can be deputised by alternate TMs as required.	Bank, NBI/NELSAP, Governments	For future projects

Annexes

Annex 1: Terms of Reference of the Consultancy Assignment

Individual Consultancy Services to Prepare the Project Completion Report (PCR) for the DRC, UGANDA and NELSAP LEAF II Project Components

1. BACKGROUND

1.1 Introduction

The Nile Basin Initiative (NBI[20])/ Nile Equatorial Lakes Subsidiary Action Program CoordinationUnit (NELSAP-CU[21]) received financing from the Global Environment Facility (GEF) through theAfrican Development Bank (AfDB) for the regional component, on the one hand; while the Democratic Republic of Congo and the Republic of Uganda received financing from AfDB for the national components, on the other hand, towards the implementation of the *Multinational Lakes Edward and Albert Integrated Fisheries and Water Resources Management (LEAF II) Project.*

Implementation of the LEAF II Project commenced on 1 July 2016 and is expected to end on 31 December 2021. The three project components have substantially completed the project activitiesand the disbursement levels are above 85%, thus qualifying for the preparation of the Project Completion Report (PCR). The African Development Bank through its administrative budget intends to recruit consultancy services to ***Prepare the Project Completion Reports for the LEAFII Project***, for the components being implemented by NELSAP-CU, DR Congo and Uganda. It isenvisaged that the assignment is undertaken by an Individual Consultant. The consultant will receive three individual draft PCRs of each LEAF II components based on the information collected from the field and prepared by NELSAP-CU and the respective countries.

1.2 Lakes Edward and Albert Basin (LEAB)

The Lakes Edward and Albert (LEA) are part of the Rift valley lakes shared between DR Congo and Uganda, with a combined basin area of 57,924 km^2 – of which 33,452 km^2 is for the George-Edward-Semliki sub-basin and 24,472 km^2 for the Lake Albert sub-basin. In DRC, the project covers parts of the 3 Territories of *Rutshuru, Lubero and Beni* in North Kivu Province and 3 Territories of *Irumu, Mahagi and Djugu* in Ituri Province. In Uganda, the basin traverses a total of 30 Districts, i.e. *Buliisa, Bundibugyo, Bunyangabu, Bushenyi, Hoima, Kabale, Kabarole, Kagadi, Kakumiro, Kamwenge, Kanungu, Kasese, Kibaale, Kikuube, Kisoro, Kitagwenda, Kyegegwa, Kyenjojo, Masindi, Mitooma, Mubende, Nebbi, Ntoroko, Ntungamo, Pakwach, Rubanda, Rubirizi, Rukiga, Rukungiri and Sheema.*

1.3 Project Background

The Multinational Lakes Edward and Albert Integrated Fisheries and Water Resources Management(LEAF II) Project is a transboundary project shared between the Democratic Republic of Congo andthe Republic of Uganda, with regional coordination by the Nile Equatorial Lakes Subsidiary ActionProgram Coordination Unit (NELSAP-CU). The project is financed by the African Development Bank (AfDB) through a 6 million UA grant to DR Congo and 5

[20] The Nile Basin Initiative (NBI) is an intergovernmental partnership of 10 Nile Basin countries of Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania and Uganda, with Eritrea participating as an observer. The NBI's shared vision is "*To achieve sustainable socio-economic development through the equitable utilization of, and benefit from, the common Nile Basin water resources*"

[21] NELSAP is one of the regional investment programs of the Nile Basin Initiative (NBI), covering the Basin countries of Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania and Uganda. The NELSAP mandate is to facilitate Basin States in preparation, structuring, transaction advisory support, finance mobilization and negotiation, and implementation of cooperative/consultative investment projects.

million UA loan to Uganda, and anUS$ 8.1 million grant from the Global Environment Facility (GEF) through the AfDB to the NELSAP-CU.

The sector goal of the LEAF II Project is poverty reduction and sustainable livelihoods for men andwomen (in the local fishing communities) and global environmental benefits in sustainable management of the natural resources. The principal project objective is to *sustainably utilize the fisheries and allied natural resources of the Lakes Edward and Albert Basin through harmonizedlegal framework and policies*, through 3 components of (i) Fisheries resources development and management, (ii) Integrated water resources management, and (iii) Project management and coordination. The project had a 5-year implementation period from 1 July 2016 – 30 June 2021, butwas extended by 6-months to 31 December 2021. It has national implementation units in Bunia and Goma (for DRC) and in Fort Portal (for Uganda), and a regional implementation unit at the NELSAP-CU in Kigali, Rwanda.

Key attributes of the project components are as follows:

Component 1-Fisheries Resources Development and Management

This component is aimed at addressing impediments to achieving sustainable fisheries management of the two lakes. These problems include: (a) un-harmonized policy and regulatory frameworks; (b) inadequate knowledge on the status of fish stocks, making it difficult to establishsustainable levels of fishing; (c) high post-harvest losses; (d) inadequate facilities for seed multiplications and artificial propagation for re-stocking and stock enhancement; improper and un-gazetted breeding/nursery grounds; (e) undeveloped exploitation of 'mukene' and 'ragogi' fishery,etc. The expected outcome is ecosystem conservation produces sustainable benefits and LEA fisheries are increased sustainably under good bilateral management, planning and M&E practices. Sub components include:

1-1 : Updated and harmonized policy, legal and regulatory frameworks, and innovative financingmechanisms jointly adopted by DRC and Uganda: This sub component is key towards development and implementation of an effective and sustainable Fisheries Management Plan for Lake Edward and Albert (LEA). The Project will assist the countries in establishing and enforcingharmonized policy, legal and regulatory frameworks for fisheries development and lake management, as well as explore financing mechanisms for future investments, keeping in view thetransboundary concerns.

1-2 : Bilateral agreement regarding the protection of fisheries and water resources established
NELSAP shall facilitate the ratification of the bilateral agreement developed to enhancemonitoring, control and surveillance activities. The outputs will be a major part of the LEA fisheries management plan to be developed as part of updating of the Integrated Lakes Basin Plan.

1-3 : Bilateral Monitoring, Control and Surveillance System established and funded: The projectwill support a Regional Monitoring, Control and Surveillance System (RMCS). A RMCS action plan will be developed and well-equipped patrol boats will be procured for monitoring and surveillance of the Lakes Edward and Albert, including provisions for boat communication equipment and boat operation. The project will establish a regional fund for the operation of MCS.The funding for the provision of equipment, personnel and other infrastructure for the joint MCS activities by the two countries is provided for, from the African Development Fund (ADF) loan/grant funding arrangements at the national level.

1-4 : New technology introduced for sustainable fisheries management: The project will support provision of tools for development of modern fish management innovations for sustainable management of LEA fisheries ecosystem. Key elements will include:

- Setting up of a Fisheries Management Information System (FMIS) through the procurement of necessary ICT equipment and software for the development of an integrated fisheries database for the two neighboring countries. The FMIS would be synchronized with the regional knowledge base to be developed during the update of the ILBMP.
- Support of Fish Catch Assessment and Frame Surveys so as to provide the necessary inputsneeded to operate the FIMS. This will improve on the present weak data collection arrangement especially on the fish stocks and nature of the LEA fisheries.
- Support of knowledge generation activities aimed at improving the aquatic biodiversity ofthe LEA through the expansion of the fishing grounds and protection of sensitive breedingsites.
- Support the determination of diversity in aquatic flora and fauna in the LEA basin, document them, educate people on their importance, and propose ways to exploit them sustainably.
- Support the construction of two fisheries sub-stations (one in each country), using the ADFloans for the assessment and research of fish stocks, fish biodiversity resources, aquatic and environmental quality, fish gear and post-harvesting technology.
- Finance adaptive research regarding innovations for the efficient harvesting of the 'ragogiand mukene' fish species, as well as research to determine a sustainable level of fish catches.
- Support efforts aimed at reducing post-harvest loss through provision of 50 modern fish sun drying platforms/racks and 50 modern fish smoking kilns for the women groups at thelanding sites. Reduction in fuel utilization by smoking translates to decrease in rate of deforestation.
- With financing from the ADF loans, support the upgrading of the infrastructure at the landing sites through the construction 6 standard fish handling facilities (4 DRC and 2 Uganda) at major landing sites. In addition, in order to improve market access and enhance the fish quality, the National Project Management Team (NPMT) will construct and rehabilitate a total of 50 km of feeder roads.
- Support cage fish culture technology in the two lakes. This effort is aimed at reducing pressure on the fisheries resources and improving the fish stock in the lake. 10 demonstration sites for cage fish farming (5 each in each country) and building capacity incage culture technology (50% of beneficiaries will be women) will be established.

1-5 : Local communities adopt responsible fishing practices and processing techniques: The project will support training, information dissemination and sensitization programs in sustainable fishing practices and fish processing techniques for local communities. These will focus on responsible fishing practices and water utilization methods (gradual abandoning of harmful fishingequipment and practices), improved fish processing and preservation techniques by introducing modern fish drying techniques and smoking methods. Special focus shall be on building the capacity of members of beach management units and at least 50% of the people to be trained willbe women. Support of alternative livelihoods for the fishers will be promoted to reduce pressure on the fish resources of LEA while improving income generating capacity of the fishing community and food security.

1-6 : Transboundary learning mechanisms, communications and Knowledge Management: Transboundary learning mechanisms, knowledge management, communication and awareness building activities will be undertaken at community and inter-states levels. Experiences will be shared through establishment of websites, bi-annual GEF conferences,regional meetings, technical papers, video, technical forums, WWF, AMCOW and other relevantforums. The project will invest in a comprehensive information management strategy by putting in place mechanisms for quick synthesis of information, information sharing and dissemination; structured learning among similar regional transboundary projects and cooperating organization.

Component 2: Integrated Water Resources Management

The project will address the interlinked challenges of poverty and a deteriorating natural resourcebase in the lakes Edward and Albert Basin to reduce the process of environmental degradation and improve the productive potential of natural resources. Sub-components will include the following:

2-1 : Integrated Lake Basin Management Plan Updated: The project will support updating of theexisting ILMPs for LEA basin. In undertaking the update, there will be a shift from a focus on lakemanagement to Lake Basin management. The finalized Integrated Lake Basin Management Plan will refine the priorities identified in previous studies. Major result areas, will include the following:

Development of Regional Knowledge Base: The project will support the development of a comprehensive spatial database for integrated Lake Basin planning. This will include collation of existing datasets, computerization of available information, and development of GIS datasets organized in a systematic manner using Geodatabases or equivalent. This will also include processing of remote sensing datasets to enable improved use of earth observation products. The NBI Interim Data and information sharing and exchange procedures (2009), and the Operational Guideline for Implementation of the Interim Procedures, will guide the access of information from the Regional Knowledge base.

- *Accessibility of knowledge to Lake Basin management stakeholders*: The Project will support the development of variety of knowledge products. The spatial database will be used for mapping and creation of knowledge products (e.g. atlases, interactive dataset exploration and visualization toolkits, online mapping, and interfacing with modeling tools). Efforts will be made to make these products as interactive and intuitive to use as possible to improve user experience and learning.
- *Development of Lake Basin planning analytical tools*: The project will support thedevelopment of a suite of modeling tools to help simulate, optimize, and compare investment choices that affect various aspects of the water resources and environmental systems. Development of the simulation tools will be informed by experiences from the Nile Equatorial Lakes Basin Planning Model and the Nile basin Decision Support System.
- *Updating the Integrated Lakes Management Plan*: The project will then, building on the updated regional knowledge base and the analytical tools, support the updating of the Integrated Lakes Management Plan (prepared under the LEAF 1 pilot phase in 2009), intoan Integrated Lakes Basin Management Plan (a rolling plan to be updated every 5 years) that is based on both the analysis supported by the Planning tools as well as well-structuredstakeholder participation. The ILBMP will include Sub-basin plans to support sub-basin investment roll-out as well as contribute to the catchment planning process.

2-2 : Establishment of financially Sustainable Basin Management Organization as proposed underthe LEAF Integrated Lake Management Plans. Formulation of a regional Lake basin Institution builds on a regional governance baseline analysis, which was undertaken through the pilot phase,and later reinforced as part of the NBI Institutional Design Process (2012). The studies emphasize the roles and functions of sub regional organizations within the context of International waters andGlobal Environmental benefits. The project will enhance Multi-state cooperation to reduce threats to international waters, through creating an enabling environment for bilateral agreement, betweenUganda and DRC on Fisheries management. Detailed activities will include the following:

- *Policy and legal Harmonization*: Activities will include regional dialogue and TA for review and harmonization of policies, legislation, and regulatory standards. This will helpto reduce conflicts on both the allocation of the basin's resources among competing uses and the utilization of shared transboundary natural resources (water and fisheries). This component will also establish the necessary

structural arrangements for Uganda and DRCto harmonize and co-ordinate regulations and approaches for the improved trans-boundarymanagement of issues such as downstream riparian considerations, fisheries, water qualityand effluent standards, diversions and consumptive uses, and the creation and use of economic instruments;

- *Formulation of Joint Management Institution*: The project will support the formation of an institution founded on the basis of agreed core functions.

  Financing mechanisms for a lake basin management institution: The project will supportTA to study options for establishing the Lakes Edward and Albert Fisheries and Environmental Trust Fund to provide long-term financing for management of other naturalresources. All activities of this sub-component are expected to be completed by year 3 of this project. In this regard, the project will support the development of the legal and institutional framework for establishing the Trust Fund, and other sources of financing, including user fees (water, fisheries), pollution charges, and contributions from the privatesector.

2-3 : Water Resources Information System Strengthened

Improve Water Resources Information Systems: The project will support the developmentof integrated hydrological, meteorological and water quality monitoring systems in the LEA Basin. It will support updating designs, supply, installation and operation of improvedgauging systems, communication, data integration and quality management, and operating costs. It will integrate capacity building of the Uganda and DRC hydro-met agencies managing the Lakes Basin Programme. Installation of the stations will be financed from the ADF loans

- *Support to implementation of the Albertine Graben EMP:* As part of improved monitoring, the project will promote adoption of ecological impact criteria as part of Strategic Impact Assessment processes in order to minimize effects of oil exploration on the ecological character, functions and biodiversity of the lake ecosystems. The Environmental Monitoring Plan (EMP) for the Albertine Graben 2012-2017 (NEMA - Uganda, 2012), will serve as reference. The EMP is intended as a guiding tool in trackingthe impact which oil and gas-related developments will have on the environment of the Albertine Graben.
- *Undertake bathymetry/hydrographic survey of the Lakes*: The project will support undertaking a bathymetric survey to facilitate research and planning decisions on the LakesEdward and Albert. The purpose of the bathymetric survey will be to describe the physicalcharacteristics of the bottom of the two lakes as well as the shoreline. The bathymetric datawill be used to construct lake maps showing, depth contours for use in estimation of waterlevel – volume - lake area or stage curve relationships of the lakes. This information is important for evaluating habitat suitability of the two lakes for various aquatic species, assessing the sensitivity of that habitat to development, impact of changes in lake water levels on fish habitat particularly in the shoreline areas, locating critical habitat features (e.g. spawning shoals) and selecting sampling sites for other aquatic surveys.

2-4 : Catchment Management Planning

- This sub-component aims at rehabilitation and management of selected sub catchments for reduced erosion and improved livelihoods. The main outcome is Community-based integrated catchment management plans prepared and implemented for selected watersheds(using ADF loans), and local capacities on land and soil conservation strengthened.
- *Preparation of three management plans for catchments of transboundary significance*: This sub component will support the strengthening of Institutional Capacity for Catchment planning and monitoring in Uganda and DRC, along the shared Semliki, Nkusi and Muzizi catchments with four sets of activities: (i) strategic planning and facilitation to support the development of broad catchment plans; (ii) participatory micro-catchment planning to develop integrated plans; (iii) development of guidelines for integrated catchment management and rural infrastructure development and (iv)establishment of

catchment management organizations.

Rehabilitate Targeted Catchments (ADF Financing): This sub-component would finance restoration interventions identified in micro-catchment plans by participating communities in each of the three river catchments. Interventions will likely include: (i) soil and water conservation for sustainable and productive agriculture; (ii) forestry and rural energy interventions to restore forest cover and reduce firewood consumption within the sub- catchments; (iii) riverbank protection and stabilization of the Nyamwamba and Semliki, river systems. The CDD approach will be used to scale up soil and water management interventions.

2-5 : Aquatic Weeds Control on Lake Albert: This sub-component aims at establishing sustainable long-term capacity for maintaining control of water hyacinth and other invasive weeds on the LakeAlbert. This would be achieved by an integrated effort involving intensified publicity, legislation,and integrated weed management with community involvement. The control program would be integrated and rely on manual and mechanical methods for rapid short-term control in restricted areas, and biological agents for longer term control. Reducing nutrient inflows into the lake will be a vital element in long term approaches to dealing with the problem.

Component 3: Enhanced Regional Project Coordination

This component aims at strengthening and formalizing coordination capacities of NELSAP and the participating agencies in Uganda and DRC. The project will be coordinated at the regional level by the NELSAP and implemented at a national level by the relevant country agencies. National level activities will be implemented by existing national institutions and mechanisms. In line with the guidelines for establishing subsidiary entities under the NBI, Uganda and DRC will assume responsibility for continuation of regional level activities after the project ends.

The project logical framework is shown in Annex 4.

2. OBJECTIVE AND SCOPE OF THE CONSULTANCY

2.1 Objective

The overall objective of the assignment is to assess and document the overall project implementation performance and the results achieved, by focusing primarily on project outputs and outcomes, and presenting a brief assessment of the process to achieve them. The PCR focuseson **Relevance, Effectiveness, Efficiency,** and **Sustainability** (REES) of project interventions. Assessment of the performance of the different stakeholders and capitalization of the lessons learned and the assessment of the impact made on the beneficiary communities are also part of the assignment. This will entail gathering and generating knowledge from the executing agencies, and other government and development partner institutions which were involved in the implementation of this Project.

Specifically, the consultant will:

i. Review and validate the assessment of the relevance of project development objectives and the relevance of project design to achieve these objectives from the time of project design to completion. The consultant shall comment on the achievement of the overall goals and objectives of the project, and the operational performance;

ii. Review and validate the assessment of effectiveness of project implementation, or the extent to which project objectives were met, and to document the immediate and future results and impacts of project interventions including unintended benefits. The consultantshall provide a report on the execution of

the project component by component including what was achieved as compared to what was programmed, give quantitative and qualitative evaluation of achievements, attach the actual project implementation scheduleand compare the actual implementation schedule with that established at Project Appraisaland comment on the challenges faced by the project if any. He or she shall give the actualresults in terms of outcomes and outputs achieved compared to those that were specified in the Appraisal Report and provide justification for discrepancies.

iii. Review and validate the assessment of the efficiency of project implementation on criteriaset by the Bank's PCR guidelines including timeliness, resource use efficiency, and implementation progress;

iv. Estimate the cost benefit analysis of the project and compare with the FIRR, EIRR and NPV estimated at the design of the project;

v. Review and validate the assessment of the various elements of sustainability;

vi. Review and validate the assessment of the various stakeholders of the project including the Bank, the Grant Recipient, the executing agency and project implementation agencies(the NELSAP-CU, Ministry of Fisheries and Livestock of DRC, Ministry of Water and Environment of Uganda), consultants, contractors and beneficiaries of the project;

vii. Review and validate the assessment of the fulfillment of grant/loan conditions. The consultant shall enumerate all the conditions and their dates of fulfillment together with the time taken to fulfill them, undertake an analysis of the facility or otherwise of the declaration of effectiveness for disbursement of the Grant, comment on any conditions that are considered superfluous or unnecessary stating the reasons why, shall list any conditions that may be remaining to be fulfilled and the schedule for their fulfillment;

viii. The consultant shall undertake an assessment of the efficiency and problems encountered in disbursement in particular in providing the justifications and supporting documents for tranche disbursement under the Special Account, provide the actual contributions of the co-financiers as compared to those stipulated at appraisal;

ix. The consultant shall comment on experience on the various procurement methods and processes used, the impact including any delays caused by project execution, provide suggestions on ways in which procurement processing could have been further expeditedand shall attach the details of the Procurement Plan for the project indicating the plannedand actual situations and provide comment on it;

x. Identify key lessons learnt in through implementation of the project and recommendations. The consultant shall prepare a schedule with explanations of; (i) any problems encountered during implementation; prepare a catalogue of the solutions actually applied;and thereby provide indications of a better way to do things in future;

xi. Provide conclusions and recommendations which include a summary of the achievements of the project; the lessons learned; and any other relevant observations. Also provide recommendations for future actions for project scaling up.

2.2 Scope of Work

The scope of work involves the assessment of the LEAF II Project based on the criteria discussedunder the objective of the assignment and the detailed objectives of the assignment. The Consultant is required to collect information related to project activities in an acceptable manner from the project area through the project executing and implementation agencies virtually.

The Consultant is to be guided by the AfDB Guidelines and format for the PCR which provide detailed explanation on the key aspect of the project to be captured. He or she is expected to produce detailed reports based on the guidance from the AfDB format (for DRC and Uganda) and for GEF format (for NELSAP). The consultant will also summarize this report in an acceptable format for the Bank's PCR.

The PCR report is expected to comply with the Bank's guideline of August 2012. The focus should be more on assessing the following four elements of the project: i) relevance, ii) effectiveness, iii) efficiency; and iv) sustainability. The report should also evaluate the performance of the Bank and the Borrower in supporting the implementation process of the project to draw appropriate lessons.

2.3 Expected Outputs

The expected outputs are as follows:

a) *Comments to the TOR:* The Consultant may comment on the TOR along with the proposal and make suggestions to improve the output of the assignment.

b) *Draft PCR Reports for NELSAP (in AfDB and GEF formats), and for DRC and Uganda (in AfDB format):*to be submitted after 20 days for each component from date of contract effectiveness in sequential manner depending on the readiness of the draft PCR from the NELSAP-CU and thecountries. The draft reports will be reviewed and comments provided by the Bank and Projectteam within one (1) week after receipt of the reports.

c) *Final PCR Reports for NELSAP (in GEF format), and for DRC and Uganda (in AfDB format):*to be submitted after one (1) week from date of receipt of the comments by the consultant. Thereport shall consist of revisions of the draft PCR Reports after incorporation of comments andrecommendations from the respective AfDB Task Managers.

d) *Consolidated PCR Report for LEAF II Project (in AfDB format):* to be submitted after 8 weeksfrom date of contract effectiveness. This consolidated Report will present the combined implementation performance results for the 3 LEAF components of NELSAP, DRC and Uganda in line with the Project Appraisal Report (PAR)– in the AfDB PCR format.

   The formats for AfDB and GEF PCR Reports are given in *Annex 2 (a&b respectively)*.

All Reports will be submitted in soft copy (digital format), in MS Word, and PDF. The PCR reports for NELSAP-LEAFII and Uganda-LEAF II shall be submitted in English while the PCR for DRC-LEAF II shall be submitted in both French and English.

3. METHODOLOGY

This assignment requires an Individual Consultant for a period of 8 calendar weeks. It will consistof preparatory activities, including development and submittal of a work plan, calendar, methodology, literature review, electronic and phone communications with stakeholders, and drafting of reports, in addition to internet-based surveys and communications.

The Consultant's methodology to be used will be finalized in consultation with the TMs of the Bank, NELSAP Coordination Unit (NELSAP-CU), and the PIUs of DRC and Uganda.

4. CONSULTANT QUALIFICATIONS

The assignment will be undertaken by an Individual Consultant, who shall possess the following qualifications and competencies:

a) Postgraduate degree in Environment/ Natural Resource Management, Fisheries, Water Resources Management/Engineering, Projects Management, Monitoring and Evaluation or Social sciences from a recognized institution;

b) Minimum of 10 years' experience in evaluation or implementation of multi-country, multi-sector initiatives involving multi-lateral financing or support agencies (e.g. AfricanDevelopment Bank, World

Bank, and other international cooperation agencies);

c) Proven expertise in evaluating multifaceted development programs/ projects and results- oriented monitoring and evaluation. Prior PCR preparation in AfDB and/or GEF format is an added advantage;

d) Experience and familiarity with integration processes and relationships with multi-countrystakeholders and partners, as well as knowledge of the Nile Equatorial Lakes Region; and

e) Excellent analytical and reporting skills and fluency in English and French.

The Consultant should have no real prior connection to the projects. In this regard, persons involved in the project preparation and/ or implementation/designing are not eligible to carry out this assignment.

5. IMPLEMENTATION MODALITIES

The Consultant will report to the three Task Managers of the respective components of the Project in African Development Bank (AfDB), but also work closely in collaboration with the respective Project Managers of project components. Through the project managers, and NELSAP Regional Coordinator, he or she will collaborate with the National Director for Water Resources Management (DWRM) in the Ministry of Water and Environment (MWE) – for Uganda, and the National Director for Fisheries in the Ministry of Fisheries and Livestock – for DRC. The Consultant will also consult with any nominated national relevant experts and stakeholders.

The Consultant will be supported in the following;

(i). Provided all the relevant documents available in the NELSAP-CU, DRC-PIU andUganda-PIU.

(ii). Supported in arranging any necessary meetings and discussions that may be needed;

(iii). Supported in organizing stakeholder workshop(s) via virtual meeting(s) during the preparation/ presentation and review of the draft PCR Reports.

During the assignment, the Bank and the Executing Agencies will avail the following documents to the Consultant: Project Appraisal Report (PAR)/ Project Preparation Report (PPR), Aide Memoirs of AfDB Supervision Missions, Project Implementation Progress Reports, and Mid-term Review (MTR) reports, Grant/Loan Agreements, Annual Audit Reports and any relevant regional/country policy/strategy documents. The Banks will provide him/her with AfDB/GEF PCR Preparation guidelines and template and other relevant documents as needed.

6. DURATION OF ASSIGNMENT

The assignment is envisaged to commence in June 2021 and take 60 working days, under a lump-sum contract.

7. SUBMISSION OF CVs

Interested and qualified consultants must prepare a recent CV and email it to; Salum Ramadhani (s.ramadhani@afdb.org), Task Manager, NELSAP-LEAF II; Khan S. Ahmed (a.khan@afdb.org), Task Manager, DRC-LEAF II; Mekonnen Loulseged (m.loulseged@afdb.org), Task Manager, UGANDA LEAF II with a copy to e.mpyisi@afdb.org, OIC, Sector Manager, RDGE2.

8. REMUNERATION

The payment schedule is as follows:

(i) 30% upon submission of an acceptable PCR Report for NELSAL-LEAF II Project (inGEF format), in English;

(ii) 30% upon submission of an acceptable PCR for DRC-LEAF II component (in AfDBformat), in French;

(iii) 30% upon submission of an acceptable PCR for UGANDA-LEAF II component (in AfDBformat) in English;
(iv) 10% upon submission of consolidated PCR for the 3 components (in AfDB templates), inEnglish and French.

Annex 2: Standard format for GEF Technical Evaluation Report (TER)

1. Background

This section should include information such as GEF Project ID, project name, GEF financing, promised and materialized co-financing, key objectives, GEF Agency, project countries, key dates, name of the project executing entity, whether the project is linked to a GEF program, theevaluation team, etc.

Where feasible and appropriate, the terminal evaluation reports should include geo-referenced maps and/or coordinates that demarcate the planned and actual area covered by the project. To facilitate tracking and verification, where feasible, the terminal evaluations should include geo- referenced pictures of the sites where GEF supported interventions were undertaken.

2. Objectives and Scope

The scope of a terminal evaluation will depend upon the project's theory of change, its objectives, supported activities, M&E design and implementation, and the context in which the project was designed and implemented. The terminal evaluation report will clarify the key questions that the evaluation seeks to answer, the interventions assessed, the geographical and demographic coverage, the methods used, and the time period under review.

The project's theory of change provides a basis for evaluation of the theory and results. The terminal evaluation report will include a description of the project's theory of change including description of: the outputs, outcomes, intermediate states, and intended long-term environmental impacts of the project; the causal pathways for the long-term impacts; and, implicit and explicit assumptions. The project's objective(s) should also be included within the theory of change.

3. Assessment of Project Results

Terminal evaluations will assess achievement of outputs and outcomes, and report on these. While assessing a project's results, evaluators will determine the extent to which the project objectives – as stated in the documents submitted at the CEO Endorsement/Approval stage – have been achieved. The evaluators should also indicate if there were any changes in project design and/or expected results after start of implementation. If the project did not establish a baseline (initial conditions), where feasible, the evaluator should estimate the baseline conditions so that results can be determined.

Outputs

Outputs are tangible direct results of a project, and to a large extent its production is within direct control of the project management. The evaluators should assess the extent to which the key expected outputs were actually delivered. They should also identify and assess the factors that affected delivery of outputs

Outcomes

In the causal pathways of a project, its outputs are expected to lead to its intended outcomes. Although achievement of outcomes is not certain, most GEF projects may be expected to achieve the targeted outcomes at implementation completion. The evaluators should, therefore, assess the extent to which the expected outcomes were achieved and the extent to which its achievement was dependent on delivery of project outputs. They should also assess the factors that affected outcome achievement, e.g. project design, project's linkages with other activities, extent and materialization of co-financing, stakeholder involvement, etc. Where the project was developed within the framework of a program, the assessment should also report on the extent the project contributed to the program outcomes.

Criteria for Outcome Ratings

Outcome ratings will take into account the outcome achievements of the projects against its expected targets. Project outcomes will be rated on three dimensions:

- ***Relevance:*** Were the project outcomes congruent with the GEF focalareas/operational program strategies, country priorities, and mandates of the Agencies? Was the project design appropriate for delivering the expected outcomes?
- ***Effectiveness:*** The extent to which the project's actual outcomes commensurate with the expected outcomes?
- ***Efficiency:*** Was the project cost-effective? How does the project cost/time versus output/outcomes equation compare to that of similar projects?

Rating Scale for Outcomes

An overall outcome rating will be provided on a six-point scale (highly satisfactory to highly unsatisfactory) after taking into account outcome relevance, effectiveness, and efficiency

4. Sustainability

The terminal evaluation will assess the likelihood of sustainability of outcomes at project termination and provide a rating. The assessment of sustainability will weigh risks to continuation of benefits from the project. The assessment should identify key risks and explain how these risks may affect continuation of benefits after the GEF project ends. The analysis should cover financial, socio-political, institutional, and environmental risks.

The overall sustainability of project outcomes will be rated on a four-point scale (Likely to Unlikely) based on an assessment of the likely incidence and magnitude of the risks to sustainability. Higher levels of risks and magnitudes of effect, imply lower likelihood of sustainability. The Annex describes the rating scale for sustainability.

5. Progress to Impact

The evaluation report should assess the extent to which the progress towards long-term impact may be attributed to the project. It should report the available qualitative and quantitative evidence on environmental stress reduction (e.g. GHG emission reduction, reduction of waste discharge, etc.) and environmental status change (e.g. change in population of endangered species, forest stock, water retention in degraded lands, etc.). When reporting such evidence, the evaluation report should note the information source and clarify the scale/s at which the described environmental stress reduction is being achieved.

The evaluation report should cover project's contributions to changes in policy/ legal/regulatory framework. This would include observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and governance architecture, including access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc.). Contribution to change in socioeconomic status (income, health, well-being, etc.) should also be documented.

Where the environmental and social changes are being achieved at scales beyond the immediate area of intervention, the evaluation report should provide an account of the processes such as sustaining, mainstreaming, replication, scaling up and market change, through which these changes have taken place. The evaluation report should discuss whether there are arrangements in the project design to facilitate follow-up actions, and should document instances where the GEF promoted approaches, technologies, financing instruments, legal frameworks, information systems, etc., were adopted/implemented without direct support from, or involvement of, the project. Evidence on incidence of these processes should be discussed to assess progress towards impact.

When assessing contributions of GEF project to the observed change, the evaluation report should also assess the

contributions of other actors and factors. The evaluation report should assess merits of rival explanations for the observed impact and give reasons for accepting or rejecting them. Where applicable, the evaluators are encouraged to identify and describe the barriers and other risks that may prevent further progress towards long-term impacts.

The evaluation report should document the unintended impacts – both positive and negative impacts – of the project and assess the overall scope and implications of these impacts. Where these impacts are undesirable from environmental and socio-economic perspectives, the evaluation should suggest corrective actions.

6. Assessment of Monitoring & Evaluation Systems

The evaluation report will include an assessment of the strengths and weaknesses of the project M&E plan and its implementation. To assess the quality of the M&E plan, the evaluation report will assess:

- Was the M&E plan at the point of CEO Endorsement/Approval practical and sufficient?
- Did it include baseline data?
- Did it specify clear targets and appropriate (SMART) indicators to trackenvironmental, gender, and socio-economic results; a proper methodological approach; specify practical organization and logistics ofthe M&E activities including schedule and responsibilities for data collection; and, budget adequate funds for M&E activities?

The evaluation report should assess the M&E implementation. More particularly, it will ask the following questions:

- Whether the M&E system operated as per the M&E plan?
- Where necessary, whether the M&E plan was revised in a timely manner?
- Was information on core indicators and sub-indicators gathered in a systematic manner?
- Whether appropriate methodological approaches have been used to analyze data?
- Were resources for M&E sufficient?
- How was the information from M&E system used during the project implementation?

The Project M&E systems will be rated on the quality of M&E design and quality of M&E implementation using a six-point scale (Highly Satisfactory to Highly Unsatisfactory). The Annex provides more details on the scale.

7. Assessment of Implementation and Execution

The assessment of the implementation and execution of the Project will take into account the performance of the project executing entity in discharging their expected roles and responsibilities. The performance of these executing entities will be rated using a six-point scale (Highly Satisfactory to Highly Unsatisfactory). See the Annex for more information on the scale.

AfDB-GEF unit is involved in activities related to a project's identification, concept preparation, appraisal, preparation of detailed proposal, approval and start-up, oversight, supervision, completion, and evaluation. To assess performance of the AfDB-GEF unit, the evaluation report will assess the extent to which the unit delivered effectively on these counts, with focus on elements that were controllable from the given GEF unit's perspective. The evaluation report will assess how well risks were identified and managed by the AfDB-GEF unit.

Executing entities are involved in the management and administration of the project's day-to-day activities under the overall oversight and supervision of the AfDB-GEF unit. Executing entities are responsible for the appropriate use of funds, and procurement and contracting of goods and services to the AfDB- GEF unit. To assess executing entities performance, the evaluators will assess the extent to which it effectively discharged its role and responsibilities.

8. Other Assessments

The evaluation report should assess the following topics, for which ratings are not required:

- *Need for follow-up:* Where applicable, the evaluation report will indicate if thereis any need to follow up on the evaluation findings, e.g. instances financial mismanagement, unintended negative impacts or risks, etc.
- *Materialization of co-financing:* the evaluation report will provide information onthe extent to which expected co-financing materialized, whether co-financing iscash or in-kind, whether it is in form of grant or loan or equity, whether co- financing was administered by the project management or by some other organization, how short fall in co-financing or materialization of greater than expected co-financing affected project results, etc.
- *Environmental and Social Safeguards:* The evaluation report will assess whether appropriate environmental and social safeguards, including those on mainstreaming of gender concerns, were addressed in the project's design andimplementation. It is expected that a GEF project will not cause any harm to environment or to any stakeholder and, where applicable, it will take measuresto prevent and/or mitigate adverse effects.
- *Gender Concerns:* The evaluation report will determine the extent to which thegender considerations were taken into account in designing and implementingthe project. It should report whether a gender analysis was conducted, the extent to which the project was implemented in a manner that ensures gender equitable participation and benefits, and whether gender disaggregated data was gathered and reported on beneficiaries. In case the given GEF project disadvantages or may disadvantage women, then this should be documented and reported. The evaluator should also determine the extent to which relevant gender related concerns were tracked through project M&E.
- *Stakeholder Engagement:* The evaluation report should, where applicable, assess aspects such as involvement of civil society, indigenous population, private sector, etc.

9. Lessons and Recommendations

The evaluation report should provide a few well-formulated lessons that are based on the project experience and applicable to the type of project at hand, to the GEF's overall portfolio, and/or to GEF systems and processes. Wherever possible, the evaluation report should include examples of good practices in project design and implementation that have led to effective stakeholder engagement, successful broader adoption of GEF initiatives by stakeholders, and large-scale environmental impacts. The evaluation report should describe aspects of the project performance that worked well along with reasons for it. They should discuss where these good practices may or may not be replicated.

Recommendations should be well formulated and targeted. The recommendations should discuss the need for action, the recommended action along with its likely consequences vis-à-vis status quo and other courses of action, the specific actor/actors that need to take the action, and time frame for it.

Rating Scales

The main dimensions of project performance on which ratings are first provided in terminal evaluation are: outcomes, sustainability, quality of monitoring and evaluation, quality of implementation, and quality of execution.

A. Outcome Ratings

1. The overall ratings on the outcomes of the project will be based on performance on the following criteria:

    i. Relevance
    ii. Effectiveness
    iii. Efficiency

2. Project outcomes are rated based on the extent to which project objectives were achieved. A six-point

rating scale is used to assess overall outcomes:

- *Highly satisfactory {HS}:* Level of outcomes achieved clearly exceeds expectations and/or there were no short comings.
- *Satisfactory (S):* Level of outcomes achieved was as expected and/or there were no or minor short comings.
- *Moderately Satisfactory (MS):* Level of outcomes achieved more or less as expectedand/or there were moderate short comings.
- *Moderately Unsatisfactory (MU}:* Level of outcomes achieved somewhat lower thanexpected and/or there were significant shortcomings.
- *Unsatisfactory (U):* Level of outcomes achieved substantially lower than expected and/or there were major short comings.
- *Highly Unsatisfactory (HU):* Only a negligible level of outcomes achieved and/or there were severe short comings.
- *Unable to Assess (UA):* The available information does not allow an assessment of thelevel of outcome achievements.

3. The calculation of the overall outcomes rating of projects will consider all the three criteria, of which relevance and effectiveness are critical. The rating on relevance will determine whether the overall outcome rating will be in the unsatisfactory range (MU to HU; unsatisfactory range). If the relevance rating is in the unsatisfactory range, then the overall outcome will be in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (HS to MS), the overall outcome rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range.

4. The second constraint applied is that the overall outcome achievement rating may not be higher than the effectiveness rating.

5. During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluation report should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

B. Sustainability Ratings

6. The sustainability will be assessed taking into account the risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale.

- *Likely (L).* There is little or no risks to sustainability.
- *Moderately Likely (ML).* There are moderate risks to sustainability.
- *Moderately Unlikely (MU}.* There are significant risks to sustainability.
- *Unlikely (U).* There are severe risks to sustainability.
- *Unable to Assess (UA).* Unable to assess the expected incidence and magnitude of risksto sustainability.

C. Project M&E Ratings

7. Quality of project M&E will be assessed in terms of:

   i. Design
   ii. Implementation

8. Quality of M&E on these two dimensions will be assessed on a six-point scale:

   - *Highly satisfactory (HS):* There were no short comings and quality of M&E design /implementation exceeded expectations.
   - *Satisfactory (S):* There were no or minor short comings and quality of M&E design / implementation meets expectations.
   - *Moderately Satisfactory (MS):* There were some short comings and quality of M&E design/implementation more or less meets expectations.
   - *Moderately Unsatisfactory (MU}:* There were significant shortcomings and quality ofM&E design/ implementation somewhat lower than expected.
   - *Unsatisfactory (U):* There were major short comings and quality of M&Edesign/implementation substantially lower than expected.
   - *Highly Unsatisfactory (HU):* There were severe short comings in M&E design/implementation.
   - *Unable to Assess (UA):* The available information does not allow an assessment of thequality of M&E design/ implementation.

D. Implementation and Execution Rating

9. Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the AfDB-GEF unit that have direct access to GEF resources. Quality of Execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the AfDB-GEF unit and executed the funded activities on ground. The performance will be rated on a six-point scale.

   - *Highly satisfactory (HS):* There were no shortcomings and quality of implementation /execution exceeded expectations.
   - *Satisfactory (S):* There were no or minor short comings and quality of implementation/execution meets expectations.
   - *Moderately Satisfactory (MS):* There were some short comings and quality ofimplementation/ execution more or less meets expectations.
   - *Moderately Unsatisfactory (MU):* There were significant shortcomings and quality of implementation/ execution somewhat lower than expected.
   - *Unsatisfactory (U):* There were major short comings and quality of implementation /execution substantially lower than expected.
   - *Highly Unsatisfactory (HU):* There were severe short comings in quality ofimplementation / execution.
   - *Unable to Assess (UA):* The available information does not allow an assessment of thequality of implementation/ execution.

Annex 3: List of Documents Reviewed

AfDB Project Launching Aide Memoire, 2016

AfDB Supervision Aide Memoires, 2016-2020

Annual Audit Reports 2016 - 2020

Annual Progress Reports for the NELSAP LEAF II Project Regional Component, FY 2016/2017, 2017/2018, 2018/2019 & 2019/2020

GEF CEO Letter of Endorsement for LEAF II Project, 2015 - Global Environment Facility (GEF)

GEF Consolidated Work Plan 2016

MTR Report for NELSAP LEAF II, 2020

NELSAP LEAF II Final PCR (AfDB Template) 2021

NELSAP-LEAF II Project 5-year Procurement Plan

Project Appraisal Report and Technical Annexes for the LEAF II Project, May 2015, African Development Bank

Project Preparation Report for the Global Environment Facility (GEF) Grant Funds for the LEAF II Project, February 2016 - African Development Bank

Quarterly Progress Reports, 2016-2020

Signed NELSAP LEAF II Grant Protocol Agreement 2016

Annex 4: Project Results-Based Logical Framework

Countries and Project Name: DR CONGO & REPUBLIC OF UGANDA: Multinational- Lakes Edward & Albert Integrated Fisheries & Water ResourcesMgt. Project

Project Purpose: To sustainably utilize the fisheries and allied natural resources of the Lakes Edward and Albert Basin through harmonized legalframework and policies.

	RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/ MITIGATION MEASURES
		Indicators (including CSI)	**Baseline**	**Targets**		
IMPACT	Poverty reduction and sustainable livelihoods for local communities and global environmental benefit	– National Poverty Rate – Food Security Status	– 71% & 19.5% respectively for DRC & Uganda below US$ 1.25 purchasing power parity/day – 75% and 65% food insecure person in DRC and Uganda respectively	– By Year 2019, 60% & 15% respectively below US$ 1.25 PPP/day – 50% & 45% of population food insecure	– National Poverty Assessment Reports; – UNDP HDI	***Assumptions:*** Uganda and DRC Govts commitment to declared project objectives and peace initiative sustained. ***Risks:*** Political instability This is mitigated through strengthening of NBI.
OUTCOMES	Sustainable utilization of fisheries and allied natural resources of the LEAB through harmonized legal framework and policies.	Improved fisheries resources management through: – Average Catch Per Unit Effort (CPUE); – % reduction in the use of illegal fishing system; – % Catch of other fish species	Baseline study to be conducted (2016);	– 50% increase in yield of CPUE of baseline figure – 50% reduction in illegal fishing practices by 2019 – 25% increase in catches for under-exploited pelagic species		
	Enhanced women's access to resource	% of increased resources allocated to women	Baseline study to be conducted (2016);	– 70% of women benefitting from the alternative livelihood options		
OUTPUTS	**A) Fisheries Resources Development and Management**					
	A.1) Harmonized Policy Framework developed	A.1) Improved compliance with fishing regulations	Current level of infractions to be determined through baseline survey	50% Reduction in Number of infractions recorded	Project reports, M&E reports; PCR	***Risk:*** The vagaries of the weather can lead to the degradation of ecosystems and biodiversity ***Mitigation Measure:*** Financing of resilience actions, fight against fragilities,
	A.2) Bilateral agreement to enforce/ enhance MCS to protect fisheries and water resources ratified	Reduced number of law court cases of fisheries and water use.	Baseline study to be conducted (2016)	95% Reduction of law court cases recorded	Project Reports M&E reports PCR	
	A. 3) Monitoring and Surveillance Activities of the Lake improved and harmonized;	A. 3.1) Increased patrol for Monitoring, Control and Surveillance (MCS) and Information Management	Zero (2016)	– 4 fully equipped patrol boats by 2019 - RMCS Action plan for LEA developed by 2019 - Regional fund for operation of MCS established - Total of 48 patrols conducted by 2019 (including 8 joint bilateral patrols)	Project reports, M&E reports; PCR	

	RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/ MITIGATION MEASURES
		Indicators (including CSI)	**Baseline**	**Targets**		
	A. 4.) Aquaculture Development	A. 4.) Estimate of Aquaculture potentials (carrying capacity) for each Lake A. 4.) Pilot Tilapia Cage farming	Baseline survey Zero	– 1 Estimate survey conducted and reported – 10 pilot fish cage farming (5 in each country) established & capacity built		
OUTPUTS	A.4.1) Data gathering (Catches Assessment: Frame survey, Fish stock and catch assessment) for operation of Regional Information system established	A.4.1.1) Status of fish stock & CPUE established through improved data collection on fish stock for effective management of fisheries resources;	Nil	– 1 standardized Catch Assessment Survey designed and implemented on each lake – 1 standard Frame Surveys implemented on each lake – ICT equipment & software for integrated fisheries database for 2 countries procured – 1 Regional fisheries management information system (FMIS) established for each of the lakes	Project reports, M&E reports; PCR	
	A. 4.2) Conservation of aquatic biodiversity	A.4.2.1) Knowledge base on LEA aquatic biodiversity improved. – Expanded & Protected fishing ground/breeding areas established and demarcated – Conservation and environmental education conducted – Number of fisheries research station one in each country established – Diversity in aquatic flora and fauna in LEA basin documented, people educated, exploited sustainably	Nil	– Over 30% of the fish breeding ground identified are protected and demarcated – All the fishers communities within the project area trained on conservation and environmental education – Two fisheries research sub-stations established and equipped – LEA basin aquatic diversity report		
	A. 4.3) Fish quality and value addition	A.4.3) Reduction in post-harvest losses and improved fish quality and basic infrastructure provided – Number of Fish landing sites constructed with market stalls – Number of fish drying facilities and smoking kilns provided – Feeder Roads rehabilitated – "ragogi and mukene" fish species researched and efficiently harvested – Number of fish handling facilities at major landing sites constructed	Baseline survey Zero	– 40 % increase in total volume of Fish traded by women fish marketers – 4 fish landing sites with marketing stalls constructed (80% allocated to women) – 50 fish sun dry facilities and 50 smoking kilns provided – 120 km of Feeder roads rehabilitated by NPMT – "ragogi and mukene" research report – Fish handling facilities constructed (3 DRC & 2 Uganda)	Project reports, M&E reports; PCR	
	A.5) Capacity building on best fishing practices and training in biodiversity protection	A.3) Number of Beach Management Units (BMUs) capacitated through trainings	10 BMUs as at 2014	60 BMUs at 2019 with at least 50% women	Project reports, M&E reports; PCR	

	RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/ MITIGATION MEASURES
		Indicators (including CSI)	**Baseline**	**Targets**		
	A. 5.1) Alternative livelihood development	– A.5.1) Number of people trained and gainfully employed in alternative sources of income of 50% of which were women	Zero Zero	15,000 trained at least 50% women	Project reports, M&E reports; PCR	
	A.6) Transboundary learning & knowledge management	Learning & communication tools establishes	Baseline survey	Websites, GEF conferences attended per year, regional meetings, technical papers, IW:LEARN video, WWF, AMCOW		
				-		
	A.7) Navigational and maritime safety strategy established	Navigation and Maritime safety strategy and action Plan	Zero	Navigation and Maritime safety strategy and action Plan	Project reports, M&E reports; PCR	
	B. Integrated Water Resources Management					
	B.1) Existing Integrated Lake Management Plans (ILMP) updated and adopted at ministerial level by Uganda and DRC	Basin hydrological and natural resources database	NBI Regional Knowledge base; Nile Information system	LEA Basin natural resources database in place		
		Knowledge products (hardcopy/ electronic)	Zero	At Least 10 knowledge products on the state of the basin (2 annually)		
		Water resources management and planning model	NEL basin planning model; Nile Basin DSS	Water resources management and planning model developed		
		Updated Integrated Lakes Management Plan	Integrated Lakes Management Plan (Phase I) Baseline survey (2016)	Updated Integrated Management Plan Incl. – Fisheries Mgt Plan – Water resource assessment – Watershed Management Plans – Water Quality Management Plan – Pollution control plan – Stakeholder Engagement Plan – Biodiversity Conservation Plan – Investment Plan etc.		
	B.2) LEA Institutional Arrangements for collaborative management and development of the fisheries and water resources developed;	Coordination capacities of NELSAP and the participating agencies in Uganda and DRC are strengthened and formalized.	Zero	– Legal and institutional Instruments for the joint management of LEA fisheries and water resources developed, agreed by Uganda and DRC; – Sustainable financing mechanisms developed, agreed and operationalized;		
	B.3) Water quality/quantity assessment	Hydro & meteorological stations to collect water and climate data	Zero	– Hydromet design report – 4 Hydro-meteorological stations – 2 Water quality laboratories established (Uganda and DRC)		
		Bathymetric/hydrographical surveys	Zero	One /*Two* Bathymetric surveys developed (*one for each Lake*)		
		Riparian staff trained	Zero	20 staff trained		
	B.4) Establish catchment-based water resources	Number of Catchment Based water resources management plans	Zero	3 catchment-based water plans developed		

	RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/ MITIGATION MEASURES
		Indicators (including CSI)	**Baseline**	**Targets**		
	management (incl. wetlands)	developed (number of gender action plans)				
		Number of Catchment Management Organization established	Zero	3 catchment-based organizations established (60% of members being women		
		Vegetation cover change as a % of baseline in selected catchments	Zero	2% (Yr 3); 5% Yr 4; 8% (Yr 5)	Satellite imagery, vegetation index	
		Number of trees planted as Improvement in basin vegetation cover	Zero (ha)	1,940,000 agroforestry and fruit trees with 150,000 local trees planted by PY 3		
		Annual average sediment load from selected sub catchments compared to control catchments reduced Number of gender Community based	Zero Zero	320 ha of wetland and river bank areas resorted by project completion		
		Direct project beneficiaries, of which female (%)	Zero			
	B.5) Integrated Control of aquatic invasive weeds	Regional integrated aquatic weed management plan developed	Zero	Regional Integrated aquatic weed management plan produced	Project reports Satellite imagery, vegetation index	
		Number of Basin User community trained on weed control and utilization	Zero	5,000 of Basin User community trained on weed control and utilization		
		P% reduction with weed coverage areas in LEA using biological, manual and mechanical method	Zero	60% reduction in weed coverage area		
	C. Project Management and Coordination					
		– Establishment of the Regional & National Mgt Units – Annual work plans – Procurement Plan – Progress reports: quarterly and annually – Mid Term Review – PCR	Zero Zero Zero Zero Zero Zero			

Annex 5: Beneficiaries of the Project

Actual (A)	Planned (B)	Progress towards target (% realized) **(A/B)**	% of women	Category (e.g. Farmers, students)
717	717	100%	53.4%	**Direct Beneficiaries:** Fishers, fish processors and traders, boat makers, net repairers in both countries (in improved fish post-harvest handling and processing)
600	600	100%	62%	**Direct Beneficiaries:** Fishers, fish processors and traders (in financial literacy [including savings, loans, social fund, Agro-input fund, organizational structure and conflict resolution], as well as in the alternative livelihood enterprise of commercial goat rearing)
30	30	100%	17%	**Direct Beneficiaries:** National water quality experts and practitioners in both countries (in operation and maintenance of mobile water quality laboratory equipment, and general water quality analysis)
23	23	100%	0%	**Direct Beneficiaries:** Boat coxswains and technical operators in both countries (in operation and maintenance of the NELSAP-delivered patrol boats)
100	100	100%	1%	**Direct Beneficiaries:** Ministry and District Fisheries Officers, Fish catch data enumerators from selected fish landing sites (in a technical training of an electronic Fisheries Information Management System for the Lakes Edward and Albert (LEA FIMS)
N/A	N/A	N/A	N/A	**Indirect beneficiaries:** 1. National fisheries research agencies of NaFIRRI [National Fisheries Resources Research Institute] (of Uganda) and SENADEP [*Service National pour la Promotion et le Développement des Pêches*] (of DRC), who were engaged to conduct the fisheries frame and catch assessment surveys 2. Enumerators and supervisors for field frame and catch assessment surveys (selected from the landing sites on both lakes in both countries) 3. NaFIRRI (of Uganda) who were engaged for other fisheries research studies of (a) Identification, characterization and mapping of fish breeding areas and critical aquatic habitats; and (b) Assessment of cage aquaculture development potential for both lakes

Annex 6: Trainings Provided by the Project, by Gender

Trainings and Alternative livelihoods	Total people trained	No. of females	No. of males	Remarks
NELSAP				
1. Training in improved fish handling and processing, alternative economic livelihoods options	717	383 (*53.4%*)	334	
2. Training in financial literacy (including savings, loans, social fund, Agro-input fund, organizational structure and conflict resolution)	606	375 (*62%*)	231 (*38%*)	
3. Training in commercial goat rearing enterprise, as an alternative livelihood option	606	375 (*62%*)	231 (*38%*)	Same people trained in financial literacy
4. Supply of 150 goats to 25 established and trained groups for goat rearing enterprises	484	290 (*60%*)	194 (*40%*)	
5. Technical training of boat operators and coxswains in operation and use of new patrol boats	23	0 (*0%*)	23	Currently, all boat operators and coxswains are male
6. Training in operation of the Fisheries Information Management System (FIMS) field fisheries data collection tool	145	10 (*7%*)	135	
7. Training of regional and national experts in Bathymetric survey data collection and analysis	32	7	25	
8. Training of national water quality experts in operation and utilisation of the new mobile water quality equipment	30	5	25	
Uganda				
9. Vocational training that was carried out among formed groups in Ntoroko and Kamwenge Districts in Uganda on alternative livelihoods including making various products such as Vaseline, school chalk, cakes, bar soap, hair shampoo, jazzy and liquid soap	2,463	2,382 (*97%*)	81	Most focus was on skills equipping and supporting women
10. Support in pilot cage tilapia farming in Kikuube and Rukungiri Districts	136	45 (*40%*)	91	
11. Support in apiculture, in Pakwach District, Uganda	12	7 (*58%*)	5	
12. Support in piggery, in Pakwach District, Uganda	132	68 (*52%*)	64	
DRC				
13. 35 training sessions various themes such as structuring, management of breeding areas, fish handling techniques, drying of fish, co-management of fishery resources, the process of revitalizing and transforming UGREPs into the Federation of Lake Albert Fishermen's Committees (FECOPELA).	735	362 (*49.3%*)	373	
14. Community organizations were identified and benefitted from various alternative livelihood training related to fish trade, transport of fishing products, trafficking in fishing gear, agriculture, small livestock, support for the manufacturing technique of soap multi-use, modern pastries, and manufacture of school chalk	101	86 (*85%*)	15	Most focus was on skills equipping and supporting women
15. Management committee of 4 integrated fish landing sites constructed at Kyavinyonge, Tchomia, Mahagi Port and Vitshumbi. The facilities include a store, fish markets with sheds, a cold room with an ice machine		80%	20%	
16. Initial beneficiaries using the fish landing site facilities constructed by the project	3,852	2,445 (*63.5%*)	1,407	

Trainings and Alternative livelihoods	Total people trained	No. of females	No. of males	Remarks
17. Trainings for various water and soil management associations through reforestation activities	310	101 (*33%*)	209	
18. 7 local committees set up for reforestation		50%		
19. Trainings on the various themes relating to catchment management	603	297 (*49.3%*)	306	