



PROJECT TERMINAL EVALUATION



Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda



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GEF Agency:	UNDP

GEF Operational Program:

CCCD1: Integrate global environmental needs into management information systems

CCCD2: Strengthen consultative and management structures and mechanism



International Consultant:

National Consultant:

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¹ *Disclaimer: This report reflects the consultants' 'understanding of the assignment. The opinions expressed in the report are those of the Consultants and do not represent the position of the Government of Uganda, the UNDP Uganda Country Office or any of the other entities that were consulted during the performance of the assignment.*

CONTENTS

Acknowledgements	2
List of Acronyms	5
Executive Summary	6
1. Introduction	11
1.1 The purpose and Objectives of the Terminal Evaluation	11
1.2 Scope and Methodology of the Evaluation	11
1.2.1 Detailed Scope of the Evaluation	11
1.2.2 Approach to the Evaluation	11
1.3 Ethics	14
1.4 Limitations	14
1.5 Structure of the Report	14
2. Project Description and Development Context	15
2.1` Brief Description	15
2.2 Development context	15
2.3 Problems that the project sought to address	15
2.4 Immediate and development objectives of the project	16
2.5 Description of the project's Theory of Change	17
2.6 Expected Results	19
2.7 Financial Resources	19
2.8 Main Stakeholders	19
3. Evaluation Findings	20
3.1 Project Design/ Formulation	20
3.1.1 Analysis of the Project Results Framework -PRF (Project logic and Strategy, Indicators)	21
3.1.2 Review of Indicators	22
3.1.3 Assumptions and Risks	22
3.1.4 Lessons from other relevant projects incorporated into the project design	24
3.1.5 Planned stakeholder participation	24
3.1.7 Replication approach	25
3.1.8 UNDP comparative advantage	26
3.1.9 Linkages between the project and other interventions within the sector	26
3.1.10 Management arrangements	27
3.1.11 Gender responsiveness of project design	28
3.2 Project Implementation and Adaptive Management	28
3.2.1 Adaptive management	29
3.2.2 Partnership arrangements	29
3.2.3 Project Finance	30
3.2.4 Monitoring and evaluation: design at entry and implementation.	32
4. Project Implementation Results	34
4.1 Progress towards Objective and Expected Outcomes	34
4.2 Relevance (*)	46
4.3 Effectiveness and efficiency (*)	48
4.3 Sustainability	53
4.4 Country Ownership	54

4.5	Gender equality and women's empowerment	54
4.6	Cross-cutting Issues.....	55
4.7	GEF Additionality.....	56
4.8	Catalytic/Replication Effect.....	57
4.9	Progress to Impact	57
5.	Conclusions, Lessons Learnt and Recommendations	59
5.1	Main Findings	59
5.2	Corrective actions for the design, implementation, monitoring and evaluation of the project	60
5.3	Lessons Learnt and Recommendations.....	61
5.3.1	Lessons Learnt.....	62
5.3.2	Best Practices	62
5.3.3	Recommendations	64
6.	Annexes	66
Annex 1:	Terms of Reference with annexes.....	66
Annex 2:	Evaluative Question Matrix.....	92
Annex 3:	Financial Data Capture Table	97
ANNEX 4:	TERMINAL EVALUATION TIMETABLE FOR INTERVIEWS	98
Annex 5:	LIST OF STAKEHOLDERS CONSULTED DURING RIO CONVENTIONS TERMINAL EVALUATION – ON-GOING	99
Annex 6:	Evaluation Consultant Agreement Form.....	100
Annex 7:	Signed UNEG Code of Conduct form For Consultants – Mr. Chapeyama.....	101
Annex 8:	Signed UNEG Code of Conduct form For Consultants – Mr. Nuwakora	102
Annex 9:	Capacity Development Scorecard	103
Annex 10:	Evaluation Report Clearance Form	116

LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
APR	Annual Progress Report
CHM	Clearing House Mechanism
CO	Country Office
COVID-19	Coronaviruses Diseases of 2019
CPD	Country Programme Document
CSO	Civil Society Organization
EIN	Environmental Information Network
GCCA	Global Climate Change Alliance
GEF	Global Environment Facility
IR	Inception Report
IW	Inception Workshop
LVEMP	Lake Victoria Environment Management Project
LVFO	Lake Victoria Fisheries Organization
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MEAs	Multilateral Environmental Agreements
MWE	Ministry of Water and Environment
NAP	National Action Plan
NAPA	National Adaptation Plan of Action
NBI	Nile Basin Initiative
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Needs Self-Assessment
NDP	National Development Plan
NEMA	National Environmental Management Authority
NIM	National Implementation Modality
NTSC	Technical Steering Committee
PD	Project Document
PIPs	Project Implementing Partners
PIRs	Project Implementation Reports
PMU	Project Management Unit
PPT	Power Point Presentations
PRSP	Poverty Reduction Strategy Paper
SBAA	Standard Basic Assistance Agreement
SDG	Sustainable Development Goals
SESP	Social and Environmental Screening Procedure
SWOT	Strengths, Weaknesses, Opportunities and Threads
TE	Terminal Evaluation
ToC	Theory of Change
ToT	Training of Trainers
TWGs	Thematic Working Groups
UNCBD	United Nations Convention in Biodiversity
UNCCD	United Nations Conventions to Combat Desertification
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Conventions on Climate Change

EXECUTIVE SUMMARY

This report presents Terminal Evaluation of this project

PROJECT FACT SHEET 2021

Project Details		Project Milestones	
Project Title	Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda	PIF Approval Date:	20.01.2016
UNDP Project ID (PIMS #):	5643	CEO Endorsement Date (FSP) /Approval date (MSP):	23.02.2017
GEF Project ID:	9335	ProDoc Signature Date:	10.11.2017
UNDP Atlas Business Unit, Award ID, Project ID:	00104050	Date Project Manager hired:	
Country/Countries:	Uganda	Inception Workshop Date:	15.12.2017
Region:	Africa	Mid-Term Review Completion Date:	N/A
Focal Area:	Multi-focal Area	Terminal Evaluation Completion date:	31.12.2021
GEF Operational Programme or Strategic Priorities/Objectives:	CCCD1: Integrate global environmental needs into management information systems CCCD2: Strengthen consultative and management structures and mechanism	Planned Operational Closure Date:	10.11.2021
Trust Fund:	GEF 6		
Implementing Partner (GEF Executing Entity):	GEF Agency: United Nations Development Programme (UNDP) Implementing Partner: National Environmental Management Agency (NEMA)		
NGOs/CBOs involvement:	One of the beneficiaries through Co financing – local NGO		
Private sector involvement:	N/A		
Geospatial coordinates of project sites:	N/A		

Financial Information		
PDF/PPG	at approval (US\$M)	at PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	0.05	0.029
Co-financing for project preparation	0	N/A
Project	at CEO Endorsement (US\$M)	at TE (US\$M)
UNDP contribution:	0.2	0.2
Government:	0.75	0.75
Other multi-/bilateral:	N/A	0
Private Sector:	N/A	0
NGOs:	0.1	0.1
Total co-financing [1 + 2 + 3 + 4 + 5]:	1.05	1.05
Total GEF funding:	0.9	0.85
Total Project Funding [6 + 7]	1.95	1.9

Brief project summary

The project goal is to strengthen institutional capacity for Rio Conventions implementation and environmental data and information management in Uganda, to improve the reporting process to the Rio Conventions and ensure sustainable development through better design and enforcement of environmental policy. The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet Rio Conventions obligations through a set of activities that form the foundation for effective decision-making and policymaking regarding global environmental benefits. Specifically, the project will be implemented through two components, namely, establishing a national institutional framework for environmental management, and development of coordinated information and data management system. Active participation of stakeholder representatives in the project life cycle facilitates the strategic implementation of project activities, mainly at the district level, in line with project objectives. Moreover, the inclusion of different stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project outcomes. The project has been under implementation since November 2017 through a National Implementation Mechanism with the National Environment Management Agency of Uganda as the Implementing Partner. Project implementation was initially for a period of 4 years with a planned closure date of March 2021. Due to delays in project commencement including the global COVID-19 pandemic, the project started late and will close on December 31st, 2021.

Link to Project QA assessment implementation report for the reporting period: Implementation (undp.org)	https://intranet-apps.undp.org/ProjectQA/Forms/ImplementationPrint?fid=6679
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Evaluation Ratings Table		
Criteria	Rating of this project	Findings of TE (Remarks for Rating)
IA&EA Execution:		
Overall quality of project implementation/execution	6 –Highly Satisfactory	Strong management, coordination, and advisory role
Implementing Agency execution	6 – Highly Satisfactory	
Executing Agency execution	6 – Highly Satisfactory	
Monitoring and Evaluation (M&E):		
Overall quality of M&E	5 - Satisfactory	Adequate M&E
M&E design at project start up	5 – Satisfactory	There was no Midterm review
M&E plan implementation	5 – Satisfactory	All stakeholders were involved
Relevance:		
Overall relevance of the project	2 – Relevant	Align well within the GEF, UNDP and National policy frameworks. Addressed issues that contribute to local, national and international development
GEF and UNDP strategic alignment	2 – Relevant	
National policy frameworks and ownership	2 – Relevant	
Outcomes:		
Overall quality of project outcomes	6 – Highly Satisfactory	Outcome indicators well defined, measurable and achievable with corresponding outputs.
Outcome 1	6 – Highly Satisfactory	4 Institutional frameworks established; 4 Trainings workshops were conducted; 3 inter-ministerial cooperation protocols developed.
Outcome 2	6 – Highly Satisfactory	Twelve National dialogue meetings were carried
Outcome 3	6 – Highly Satisfactory	Online data base Rio Information Systems Uganda established and launched
Effective and efficiency:		
Effectiveness	6 – Highly Satisfactory	All 7 indicator targets achieved and a solid foundation for the achievement of all well laid.
Efficiency	6 – Highly Satisfactory	All outcomes achieved within the project timeline and resource allocation.
Partnership:		
Overall partnerships built	6-Highly Satisfactory	8 partnerships mechanisms developed, approved, and implemented at both national and local level
Overall stakeholders’ participation	6-Highly Satisfactory	All the three Rio Conventions focal, local governments and CSOs, were actively involved
Sustainability:		
Overall likelihood of Sustainability	L - Likely	Overall, the project results are adjudged to be sustainable over the long term as the project has been adopted and mainstreamed into national, district and local level planning systems. Uganda’s effectiveness in negotiations at Conferences of the Parties as well as its reporting capacities under each of the three Conventions has been enhanced. Sustainability is therefore guaranteed as a result.
Financial resources	L - Likely	Financial sustainability is adjudged to be likely because project elements have been mainstreamed into day-to-day operations of Government of Uganda entities and those of civil society entities. There will therefore be no need to budget for the implementation of activities that support the adoption of the provisions of Rio Conventions as this will be absorbed into operational budgets of entities which have been involved in project implementation.
Socio-economic &Environmental aspects	L - Likely	The project has laid the foundations for integrated approaches to natural resources and environmental management in Uganda. This integrated approach will translate into coordinated and sustainable interventions in resource based economic activities resulting in positive and sustainable impacts on the social and economic landscape in Uganda. This will be further enhanced with the expansion of the project’s footprint to cover more districts across the country.
Institutional systems	L - Likely	The project objectives have been institutionalized across key institutions involved in environment and development planning, including the National Planning Agency. Institutional sustainability of the

Evaluation Ratings Table			
Criteria		Rating of this project	Findings of TE (Remarks for Rating)
			project is therefore guaranteed as a result of this.
Impact:			
Environmental status improvement		S-Significant	The project without doubt and short period was able to address environmental concerns and formulating frameworks.
Changes in policy/legal/regulatory frameworks		S-Significant	4 Institutional frameworks established; 3 inter-ministerial cooperation protocols developed
Conclusion	Overall Project Results	HS - Highly Satisfactory (6/6)	The project has achieved its overall goal and objective despite implementation delays caused by the COVID-19 pandemic.

Synthesis of the key lessons learned			
<p>Several lessons have been picked from the design, management, and implementation of the project, including:</p> <ol style="list-style-type: none"> 1) Multi stakeholder engagement promotes synergies and enhances coordination as opposed to working in silos. 2) Working through partnerships with other government entities and harnessing local capacity is critical for project success as it stimulates ownership and promotes increased efficiency in resource use. 3) The building of technical capacity for the implementation of the provisions of the three Rio Conventions at national, district and local levels enhances the potential for sustainability of development planning efforts. 4) The provisions of the Rio Conventions transcend national boundaries, and the management of environmental resources should be implemented from a regional (multi-national) perspective so as to achieve impact on the resources to be conserved. 5) Joint implementation of project activities and Integration of project activities by the stakeholders through developed centralized information sharing facilitates effective coordination and the realization of substantive project results and achievements 6) Joint M&E of project progress on the ground enables gaps to be easily and timely identified and attended to. 7) Synergistic implementation of projects across the three conventions speaks to the need for a holistic approach to social, economic, and environmental (sustainable) development planning. Climate Change, Biodiversity Conservation, sustainable land management and Environmental Sustainability are an indivisible complex which has implications for human development and survival. 8) Gender mainstreaming is no longer a choice. It should be treated as an integral part of development planning as it promotes the participation of more than half of most nations' populations who have hitherto been marginalized in the processes that determine their development. 			

Recommendations Table			
<p>The TE of the Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda Project concluded that the project has been successfully implemented with the project objective having been met. The TE made the following recommendations for use in future programming.</p> <p>The three Rio Conventions were adopted at a time when there was need for focus on issues pertaining to biodiversity loss, increased desertification, and the growing phenomenon of climate change. While a lot has been learned from the implementation of programmes and dialogues held under each of these Conventions over the years, there is increasing understanding of the inter-relatedness of the resources and processes targeted by these conventions. Human survival is based upon the exploitation of biodiversity which is under increased threat of destruction due to human activity and the impacts of climate change. Despite this, the global community continues to manage biodiversity, the stock of natural resources and climate variability and change as separate areas of intervention. The project under review has demonstrated that there is utility in the implementation of projects and programmes under these Conventions in a synergistic manner. The capacity at baseline was 57% and later after project implementation it has increased to 86 %.</p>			
Rec #	TE Recommendation	Entity Responsible	Time frame
A	Category 1:		
A.1	<p>Development of a Policy Paper highlighting the need to develop an approach to development that recognizes the intricate linkages across the three Conventions and how development planning should be guided by the synergistic implementation of these and related Conventions.</p> <p>The training and dialogue sessions funded under the project have resulted in enhanced understanding of the importance of sustainable management of natural resources impacts on the livelihoods of rural communities in Uganda. This understanding needs to be supported by practical demonstrations at local community level.</p>	NEMA and related government agencies	By end of 2022
B	Category 2:		
B.1	The Government of Uganda should develop a successor program with wider national outlook and representation which should go beyond the software project approach and start	Government of Uganda	By end of 2025

Rec #	TE Recommendation	Entity Responsible	Time frame
	<p>implementing more widespread programmes that are developed based on the successes scored under this project. The development of this successor project should include a comprehensive Resource Mobilization and Communication Strategy for use in disseminating results and lessons from the new project/programme.</p> <p>The Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda Project, like so many other UNDP supported GEF funded projects before it, was implemented at national level. Even though, Project Management acknowledged the need to learn from experiences from other countries in the region as they implemented the project, the project yielded Uganda specific results which do not recognize the integrity of ecosystems.</p>		
C	Category 3:		
C.1	<p>UNDP-Uganda-CO to work with the UNDP Regional Service Centre to develop Regional multi-country, ecosystem-based programmes that test the application of the provisions of the Rio Conventions for broader trans boundary and regional environmental benefits.</p> <p>Capacity building is a “continuous process” which should be integrated into other sectors of the economy beyond agriculture, energy, environment among others. Other sectors which should be addressed include industry, education especially tailored to Universities and health.</p>	UNDP-Uganda-CO to work with the UNDP Regional Service Centre	By end of 2023
C.2	Development of a continuing Rio Conventions capacity building initiative covering all relevant sectors of the economy which were not included in the pilot project. Industry, Health and Education are specific sectors that should be targeted as additional sectors in under the new project/programme. The Clearing House Mechanism and web portal developed under the current project should continue to be used for data gathering and management under the new initiative.	NEMA	By end of 2022

1. INTRODUCTION

The “Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda” (PIMS #5643) project has been under implementation since 1st November 2017 and is due for closure by December 2021.

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP supported GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. UNDP Uganda commissioned **Mr. Oliver CHAPEYEMA – (*International Consultant / Team Leader*)** and **Mr. Cliff Bernard NUWAKORA (*National Consultant*)** a two-member team of consultants to conduct the Terminal Evaluation (TE) and report on their findings and propose recommendations for future actions following the termination of this project.

This Report was jointly prepared and submitted by the consulting team and presents the findings and recommendations from the TE as required by UNDP Uganda.

1.1 The purpose and Objectives of the Terminal Evaluation

The purpose of the TE was to assess the extent to which project results have been achieved as measured against the intended project outcomes that were defined at project design. The evaluation was also conducted with the objective to assess the extent of project accomplishment and, based on evidence-based information that is credible, reliable and useful, draw lessons for use in improving the sustainability of national and global benefits. The lessons learned will contribute to the enhancement of UNDP learning and programming. Terminal Evaluations are also conducted to promote transparency and accountability in the use of GEF and other resources allocated for project management and implementation.

1.2. Scope and Methodology of the Evaluation

1.2.1 Detailed Scope of the Evaluation

The scope of the TE covered all aspects of the project including the integrity and depth of the design and formulation process where the project logic which was settled upon was assessed to establish its linkage with the intended results. The Theory of Change and the project Results Framework were analyzed to establish the extent to which the project goal and objectives could be realized through the implementation of the activities under each Outcome. In doing this, the assumptions identified at project design were assessed as to whether they were still holding at the end of the project.

A second aspect of the project which was covered in the evaluation was the effectiveness of the processes used for project management and implementation. These included the management arrangements put in place to deliver the project, financial management systems, the extent of stakeholder engagement, the monitoring and evaluation adopted for tracking progress towards project results and the linkages between the project and other relevant projects in the sector. Throughout this analysis the evaluation team used the guidelines for project evaluations developed by GEF

TE also uses the central criteria for project evaluations of relevance, efficiency, effectiveness, sustainability, and impact. Rating of the degree of success in implementation and progress towards results were decided upon using the standard 6-point scale developed by GEF.

The evaluation process then distilled the main findings from the process which are presented as a package of knowledge process for submission to UNDP for record. The findings were then used to identify Lessons learnt from the implementation of the project and recommendations for future programming on how to improve on UNDP programming in the future.

1.2.2 Approach to the Evaluation

The approach adopted for this evaluation was informed by the UNDP-GEF Guidelines and provided in the Terms of Reference (ToR-Annex 1). Using a highly participatory approach, the evaluation was conducted in close coordination with UNDP, relevant MDAs of the Uganda government, Project Implementing Partners (PIPs) and project beneficiaries. The evaluation team used a mixed methods approach to capture, analyze and present evidence-based assessments of all the aspects of the project indicted in the scope of the evaluation.

The design of the project was guided by a Theory of Change (ToC) which articulated how the outputs from project implementation were expected to help in lifting the barriers to the effective implementation of the Rio Conventions. The evaluation process assessed whether the ToC defined at project design stage was still valid as it forms the basis upon which progress towards achieving project results could be measured. The ToC was used to facilitate discussions with stakeholders in the data collection phase to ascertain understanding of the project context, the impact pathways, the roles of various stakeholders and the validity of drivers of change and the assumptions described in the Project Document.

The TE was structured to cover four phases of the project, namely; i) project conceptualization and design; ii) project implementation and management arrangements; iii) project results and contribution to global benefits; and iv) best practices and lessons learnt that were used to inform the recommendations for future programming. The evaluation used both primary and secondary data collection methods to collect qualitative and quantitative data triangulated in assessing progress towards project results.

The terminal evaluation was conducted through three primary stages of Preparation and Inception, Implementation and data gathering, Data Analysis and Reporting and closed with a Validation Workshop where the findings from the process were discussed and ratified by principal stakeholders before the production of the Final Evaluation report.



Figure 1: Evaluation Methodology

Stage 1- Preparation and Inception: The Inception Phase of the evaluation process started with the holding of an initial Inception meeting with UNDP principals which was convened to clarify

expectations from the exercise, facilitate collection of project documents and agree on timelines for the process. This phase culminated in the production of Inception Report (IR).

Stage 2- Implementation and data Gathering: Following the approval of the IR by the Commissioning entity, the TE team proceeded to collect data for use in the evaluation process. This was done through in-depth document reviews and stakeholder consultations which were conducted by the National Consultant. Document review included all relevant national policies including the Uganda national development planning framework strategies and reports as well as the Project Document, project implementation reports including Annual Performance Reports, financial reports, budget revision reports and focal area tracking tools. Special attention was paid to assessing the financial performance of the project including the extent to which planned co-financing was realized over the life of the project, the expenditure profile of the project and a review of any financial audits that were performed over the project life.

Project performance against planned results was assessed through a review of the project Logical or Results Framework, which includes performance and impact indicators established at the project design stage.

The evaluators also considered the extent to which the project was mainstreamed into UNDP regional programmatic priorities as defined in the regional level Development Assistance Framework and any associated regional programmes. This was being of particular significance as it facilitates the assessment of project impact and its contribution to national and global environmental and development benefits.

Field visits which had been planned to at least three districts where project activities were implemented were obviated by the fact that the stakeholders from those districts were attending project related training in Kampala at the time of the evaluation. Consultations with these stakeholders were therefore conducted in Kampala. The concentration of people from the districts in Kampala also facilitated consultations with more stakeholders than would have been met with at district level.

Stakeholder consultations were also conducted through zoom meetings which facilitated the participation in the interviews by the International Consultant who could not travel to Uganda due to the COVID-19 restrictions which were in place at the time of the evaluation. The TE consulting team acknowledges the assistance they received from the Project Management Unit, UNDP-CO and NEMA in organizing these virtual meetings. In particular, the team recognizes the successful arrangement of the meeting with the Executive Director of NEMA and the acting Commissioner Climate Change Department of Uganda who were attending the UNFCCC COP 26 in Glasgow at the time.

The original plan had been for the Team to produce an **Initial Findings Report** for submission to UNDP and the Project Management Unit to allow for discussion of any contentious issues before wider dissemination of evaluation findings to the broader stakeholders. This stage of the process was dropped due to time constraints.

Stage 3- Data Analysis and Production of Draft Evaluation Report: Evaluation data collected in Stage 2 of the process was analysed in Stage 3 culminating in the production of this Draft Terminal Evaluation Report. This report was presented to the client for review and comment.

Stage 4- Validation Workshop: Findings of the evaluation process were presented at a validation workshop which organized by NEMA, the PMU and UNDP-CO. This phase was concluded with

the preparation of the Final Terminal Evaluation Report the Final Report was presented together with an Audit Trail Report shows how comments received by the consultants throughout the evaluation exercise have been incorporated into the final report.

The Terminal Evaluation has paid particular attention to the criteria of **relevance, effectiveness efficiency sustainability and impact** as defined in the UNDP GEF Evaluation Guidance. The matrix developed for using these criteria for project evaluation was used as a baseline and improved upon based on information provided by the UNDP Uganda Country Office, the Project Management Team as well as that gathered during stakeholder consultations. Each of these criteria was rated using the standard rating scale developed by the GEF. Rating was also conducted on Monitoring and Evaluation system as developed at design stage, the performance of both the Project Implementing and Execution Agencies and Project Sustainability.

1.3 Ethics

TE was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'. A signed UNEG code of conduct for evaluators has been appended as annex 1: E.

1.4 Limitations

The TE process, especially the data collection process, was limited by COVID-19 pandemic, due to restrictions of holding wider workshops. As a result, it was not possible to convene a wider consultative workshop involving all stakeholders. The Team Leader could not travel to Uganda due to the same limitations which left the National Consultant with the responsibility of conducting all consultations. Despite these limitations, the TE team developed a robust stakeholder engagement plan which was fully utilized to achieve 100% representation by UNDP, relevant MDAs of the Uganda government, PIPs and project beneficiaries. This was achieved through arrangement of both physical for National Consultant and virtual zoom meetings with individual government and non-governmental mostly by the Team Leader.

1.5 Structure of the Report

This report is presented in five main chapters and a list of Annexes.

Chapter 1 is an introductory Chapter which describes the purpose of the Terminal Evaluation, its scope and methodology used to conduct it.

Chapter 2 describes the project development context

Chapter 3 is the main body of the TE. The main findings of the evaluation are presented here under two sub-heads: Findings that emanate from the Project Design and implementation where the project logic and results framework is assessed for its consistence with what was established at design stage. Partnerships with other project that were identified are also assessed for their effectiveness. The section concludes with an assessment of Project management arrangements. The effectiveness of project implementation is also assessed in this chapter.

Chapter 4 discussed the results achieved from project implementation and provides a rating of the extent to which project objectives have been met.

Chapter 5 present the evaluation's conclusions and an overview of lessons learnt from the implementation of the project and concludes with recommendations for proposed actions to ensure projects results are enhanced and collated for use in future UNDP programming.

Chapter 6 presents a list of Annexes which include the TE Terms of Reference and list of stakeholders consulted during the evaluation.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1` Brief Description

The project's design strategy emphasized a long-term approach to institutionalizing capacities to meet Rio Conventions obligations through a set of activities that form the foundation for effective decision-making and policy making regarding global environmental benefits. The project goal was to strengthen institutional capacity for Rio Conventions implementation and environmental data and information management in Uganda, to improve the reporting process to the Rio Conventions and ensure sustainable development through better design and enforcement of environmental policy.

The project was implemented through two components, namely:

- i. Establishing a national institutional framework for environmental management, and
- ii. Development of coordinated information and data management system

The Project was planned to start on March 2017 for a period of 4 years with a planned closure date of March 2021. It was also defined by key milestones, including;

- 8th May 2016 - Endorsement letter.
- 20th Jan 2016 - GEF approval of Project Identification Form (PIF)/ concept note and Project Preparation Grant Approval.
- CEO approval date: 21 February 2017
- 7th July 2016 - Project preparation Inception workshop.
- 23rd December 2016 – Validated draft Project document focusing on Log frame.
- 20th January 2017 - Project document submitted to GEF Sec.
- 23rd Feb 2017 - Project document was cleared by GEF Secretariat.
- 1st April 2017 - Local Project Appraisal Committee (PAC)
- 1st November 2017 - Project staff started work at NEMA.
- 10th November 2017 - Project document fully signed.
- 14th December 2017 - Project Inception workshop (IW) held.
- 15th December 2017 – Inaugural Project Board
- 31st December 2021 - Expected project end date

Due to delays caused by the COVID19 pandemic, CO provided risk management action plan for delayed activities.

2.2 Development context

Uganda, like many least developed countries, faces a dual challenge in implementing multilateral environmental agreements (MEAs): it must strengthen the implementation of MEAs in a way that will generate global benefits while also responding effectively to global environmental concerns that threaten its population. At the time of project development, the human and institutional capacities of Uganda to achieve its stated environmental objectives were limited.

Uganda is fully committed to meet its obligations under the MEAs and the proposed project was intended to facilitate an important step towards developing the capacities for the development of an effective national environmental management framework. Uganda is eligible to receive technical assistance from UNDP and is thus eligible for support under the GEF.

2.3 Problems that the project sought to address

Major challenges that were listed in the Project document (page 8) as affecting the implementation of the Rio Conventions in Uganda included:

- i) Low levels of awareness, particularly due to inadequate circulation and complex language of the information materials,
- ii) Weak articulation of the MEAs issues in national development frameworks, particularly the Poverty Eradication Action Plan,
- iii) Weak institutional coordination as demonstrated by weak linkages and lack of synergies among the MEAs,
- iv) Lack of Monitoring and Evaluation mechanisms for the MEAs and
- v) The inconsistencies in policies relevant to implementation of MEAs characterized by weak policy integration.

Further, the project document (Page 9) elucidates significant capacity constraints and barriers to the implement the Rio Conventions in Uganda, including:



- Weak and fragmented environmental monitoring efforts in Uganda;
- Environmental indicators, observation methodologies, procedures, and methods of data collection, analysis, exchange, and dissemination not fully defined.

These barriers pointed to the need to develop a standardized monitoring methodology which is harmonized with UN procedures with a focus on indicators that are crosscutting to the Rio Conventions. This methodology would be developed in a monitoring framework within which roles of the various institutions and stakeholders would be clearly defined.

A significant aspect of the project was its alignment with Sustainable Development Goal (SDG) **Number 15**: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss and **Goal Number 17**: Strengthen the means of implementation and revitalize the global partnership for sustainable development, also not withholding NPIII and Vision 2040.

2.4 Immediate and development objectives of the project

The Project Document states the project objective as, “*strengthen institutional capacity for effective implementation of the Rio Conventions in Uganda.*” The achievement of the objective was to be realized through the implementation of activities leading to the realization of the following three interrelated outcomes:

- 1) Strengthened and elaborated national institutional framework for managing the environment and natural resources;
- 2) Technical and management staff sufficiently trained in monitoring and data analysis, and linkage to decision-making processes;

- 3) An improved national system to manage (i.e. collect, store, and access) data and information that supports monitoring and implementation of Rio Conventions.

The project focus was meeting the shared obligation under the three Rio Conventions on biodiversity conservation, climate change, and desertification, among other multilateral environmental agreements (MEAs), by activities that included:

- “*Stakeholder Engagement UNFCCC: Articles 4 & 6; UNCBD: Articles 10 & 13; and UNCCD: Articles 5, 9, 10, & 19,*” active involvement of line ministries staff (NEMA, MWE, and MAAIF) in the mainstreaming exercises,
- “*Develop Capacities UNFCCC: Article 4 & 6; UNCBD: Articles 8, 9, 16 & 17; and UNCCD: Articles 4, 5, 13, 17, 18, and 19,*” extensive awareness-raising workshops on the value, and
- “*Strengthening Environmental Governance UNFCCC: Article 4; UNCBD: Articles 6, 14, 19 & 22; and UNCCD: 4, 5, 8, 9 & 10,*” contribution of the global environment to socio-economic development.

2.5 Description of the project’s Theory of Change

The following baseline values were identified during the Project development stage to enable the development of 6 outcome indicators:

- No effective partnership mechanisms in place: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals, and waste at national and /or subnational level, disaggregated by partnership type.
- Very limited institutional capacities to collect, analyze, share and monitor data at national and district levels
- There are currently no and /or fragmented and individualized frameworks for environmental management at national level
- There is little inter-ministerial/agencies coordination on the implementation of Rio Conventions.
- Institutional capacities for managing the Rio Conventions are piecemeal and take place through Rio Convention-specific projects
- Most environmental data are available separately but not accessible to end-users in a comprehensive way
- There are several systems for environmental data collection, analysis, and sharing that are available but these are not all inter-related and data are not easily accessible, and
- A Clearing House mechanism exists in NEMA for the Biodiversity area. There is a need to create a unified system for the three Rio Conventions

The proposed capacity development project targeted a set of organizational, institutional, and individual capacities at national and sub-national levels for both men and women to advance and place Uganda on a path towards environment-friendly and sustainable development outcomes within the framework of sustainable development priorities, as defined by the Rio Conventions. It also benchmarked on the following assumptions being realized: i) institutions are accountable; ii) technical support received at both, national and district levels; iii) reliable and accurate data is available, collected and analyzed; iv) project-trained teams are retained and operational in Government institutions; and v) government is interested in maintaining the established data collection, clearing-house, and management systems.

The key ToC drivers that influenced the project logic were: (1) the successful implementation of Rio Conventions supported by proper institutional inter-ministerial mechanisms, enhanced

capacity, and awareness-raising; (2) an established data collection and internal clearing house systems put in place to support RIO Conventions monitoring and reporting; (3) strengthened district with institutional capacity for affecting data collection to support conventions reporting's and monitoring coherently; and (4) use of technologies in data collection, analysis and exchange mechanisms.

The project developed capacity for inter-ministerial cooperation, ensuring that key state institutions are involved in initiating, advancing and implementing critical activities, projects, and programmes in consultation with all stakeholders. Further, it ensured equal access to environmental data and information. The inter-ministerial mechanisms were empowered to help the Rio Coordinator and Rio Conventions Focal Points to comply with the provisions of the convention and make them feel empowered to engage in the implementation process as constructive stakeholders.

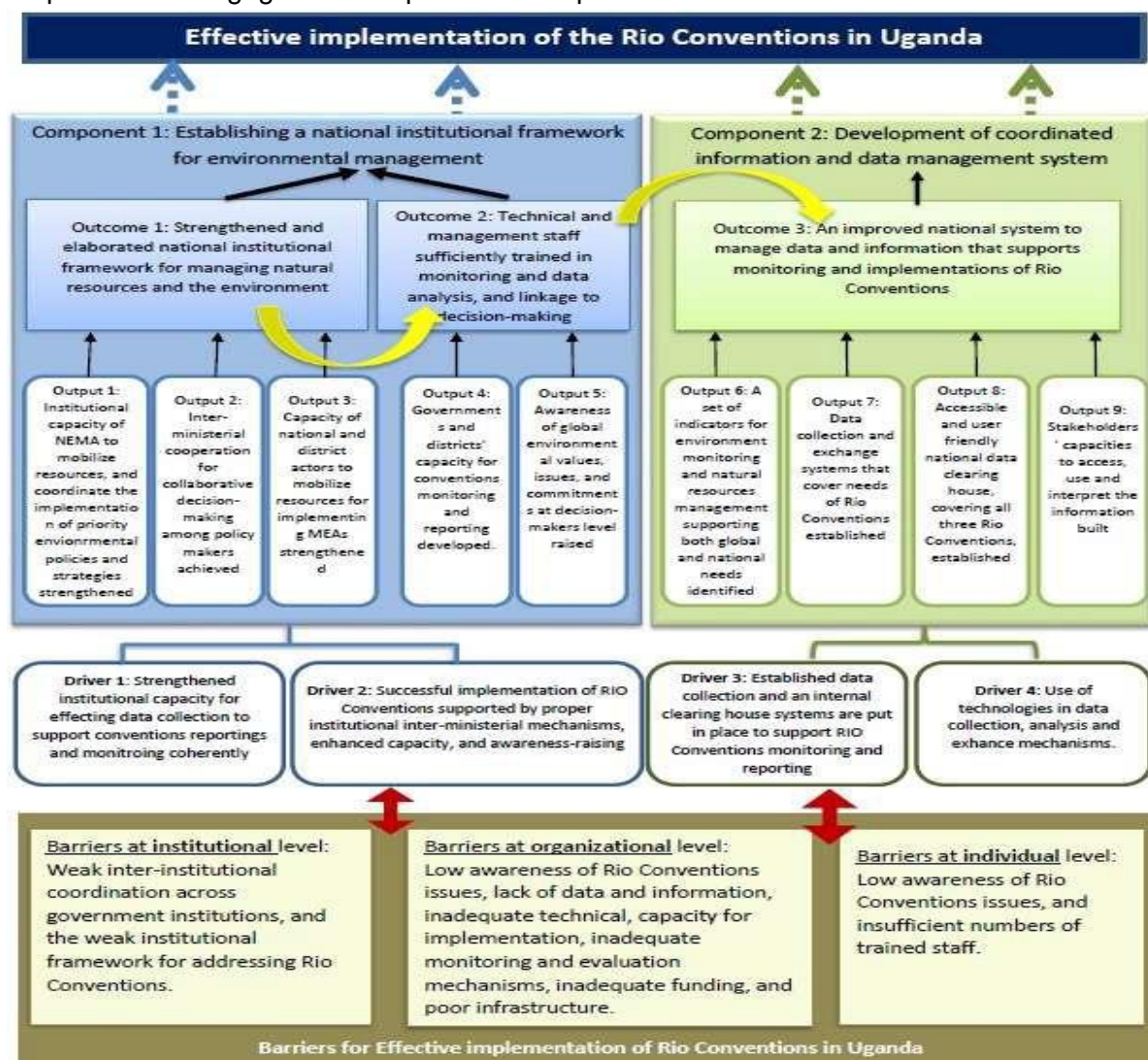


Figure 2: Theory of Change Analysis

2.6 Expected Results

The Project intended to

- Strengthen and elaborate national institutional framework for managing natural resources and the environment;
- Train staff at the technical and managerial levels in monitoring and data analysis, and linkage to decision-making processes;
- Improve national systems to manage (i.e. collect, store and access) data and information – that supports monitoring and implementation of Rio Conventions;
- Enable capacities for environmental monitoring and reporting

The above results should lead to Uganda's enhanced cooperation in Rio Conventions implementation, enhanced capacities for monitoring and reporting, and, consequently, enhanced compliance with Rio Conventions obligations. The project was designed to complement other related projects under implementation in Uganda, including those supported by the Global Environment Facility (GEF) and to mutually support other activities to realize synergies and cost-effectiveness.

2.7 Financial Resources

The project was funded at US\$ 1,950,000 through a GEF grant of US\$ 900,000 administered by UNDP and cash and in-kind co-financing amounting to US\$ 1,050,000 provided by Ugandan institutions and UNDP as follows: National Environment Management Authority (NEMA) US\$ 275,000, UNDP US\$ 200,000, Ministry of Water and Environment (MWE) US\$ 200,000, Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) US\$ 150,000, Recipient District Local Governments US\$ 125,000 (Wakiso, Mukono, Buikwe, Kayunga and Jinja *each* US\$ 25,000), Civil Society Organizations (CSOs) at local level US\$ 100,000 (Nature Uganda US\$ 30,000, ACODE US\$ 40,000, Environmental Alert US\$ 30,000).

2.8 Main Stakeholders

The project is executed by the UNDP and NEMA in cooperation with other government and non-government institutions including;

- Ministry of Water and Environment,
- Ministry of Agriculture, Animal Industry and Fisheries,
- Pilot district local governments of Wakiso, Mukono, Buikwe, Kayunga and Jinja, and
- Local Civil Society Organizations.

Active participation of stakeholder representatives in the project life cycle facilitates the strategic implementation of project activities, mainly at the district level, in line with project objectives while the inclusion of different stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project outcomes.

3. EVALUATION FINDINGS

3.1 Project Design/ Formulation

The Rio project was a follow on to the National Capacity Needs Self-Assessment (NCSA), which was conducted in 2007 to facilitate the implementation of Multilateral Environmental Agreements (MEAs) in Uganda. This assessment focused on the following, United Nations Convention in Biodiversity (UNCBD), United Nations Framework Conventions on Climate Change (UNFCCC), United Nations Conventions to Combat Desertification (UNCCD) and International Waters. Despite the extensive NCSA, the current Project “Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda” focused mainly on UNCBD, UNFCCC and UNCCD.

Development of clear, accurate and comprehensive project design was critical to Uganda’s global environmental obligations, national plans, and strategies. Project linkage is functioning in a policy framework that includes, among others:

- Global Level: Goal 12, Goal 13, Goal 14, 15 and Goal17
- UNDP Level: United Nations Development Assistant Framework, Strategic plan 2014-2017
- National Level: *National Biodiversity Strategy and Action Plan II* (NBSAP, 2015-2025); the *National Action Plan* (NAP); Uganda’s Vision 2040; Uganda’ Poverty Reduction Strategy Paper (PRSP, 2010); National Development Plan II (2015/16 to 2019/20); National Capacity Needs Self-Assessment (NCSA); National Adaptation Plan of Action (NAPA).
- UNDP-Uganda Level: UNDP Country Programme Document 2016-2020.

The Project was relevant to UNDAF 2016-2020 Outcome: *Natural Resource Management and Climate Change Resilience; Institutional Development, Transparency, and Accountability* and to UNDP Strategic Plan (Output 1.3) ‘Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals, and waste.’ It also conforms to focal area strategies of the GEF-6, covering; (i) biodiversity; (ii) climate change mitigation; and (v) land Degradation.

The Project Document followed the standard UNDP/GEF Project document structure. It included 2 components, 3 outcomes, 9 outputs, 32 activities and 7 indicators as illustrated **Error! Reference source not found..**

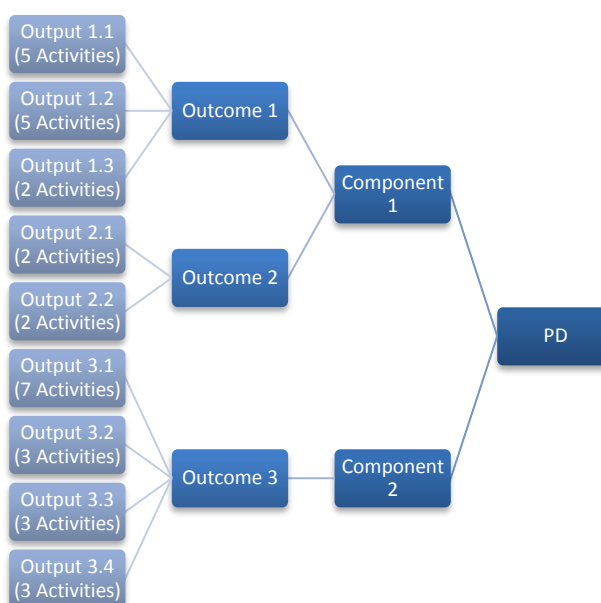


Figure 3: Project document structure

The Project Document was successful in addressing 11 major capacity constraints and barriers in Uganda at 3 levels (Institutional, organizational, Individual) to implement the Rio

Conventions as identified by the NCSA. It highlighted the net result of these barriers and constraints as an environment in which work that is done on the environmental agreements may not get the visibility it deserves or be linked with reducing global environmental threats. Further it defined the way to support the development of institutional mechanisms to better implement Rio Conventions as well as build the capacity of national and sub-national teams in data collection, analysis, and exchange among concerned stakeholders. It hinged mainly on the required institutional framework, sufficiently trained staff, national system management for global environmental conventions, mainstreaming Rio Conventions obligations, and linkages between Rio Conventions and sustainable development.

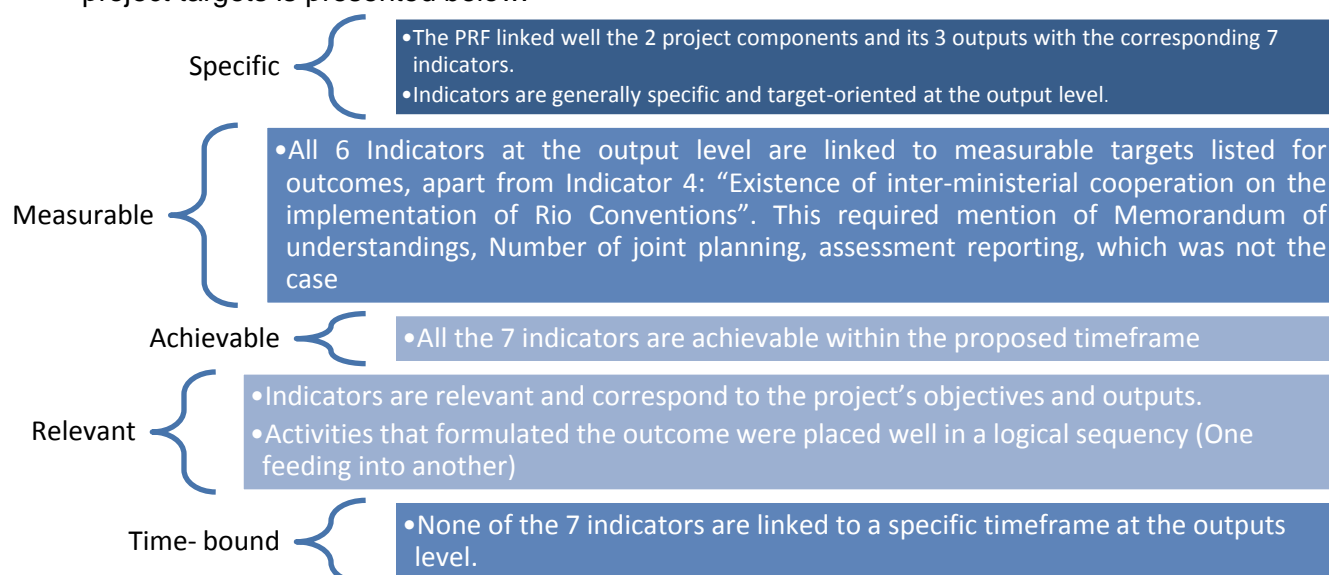
The project was initially designed as a full-sized project but was scaled down to a medium sized project (MSPs), primarily due to the limited implementation timeframe that was agreed to. The approval process was simpler, allowing the project to be designed and executed more quickly and efficiently.

3.1.1 Analysis of the Project Results Framework -PRF (Project logic and Strategy, Indicators)

The Project Logframe, reporting frameworks and Monitoring and Evaluation was presented and reviewed by all stakeholders at an inception workshop held on 14.12.2017. No changes were made to the Logframe at this workshop. However, specific recommendations were made, including:

- The need to harmonize activities (1.1.1 + 1.1.2, 1.1.3 + 1.3.2, 1.2.1 + 1.2.2, 3.1.1 + 3.1.3, 3.1.4 + 3.2.1) in order to minimize duplication of activities.
- The work plan generally looked at institutions and did not address the thematic areas being addressed by Rio Convention.

The Thematic Working Groups (TWGs), Technical Steering Committee (NTSC), PMU and UNDP CO used the original PRF in line with GEF format (Objective, Outcome Indicators, Outputs) in their planning and reporting. An overview of the TE assessment of the project's PRF and how "SMART" the indicators of the project are compared to the defined end-of-project targets is presented below.



Strategy:

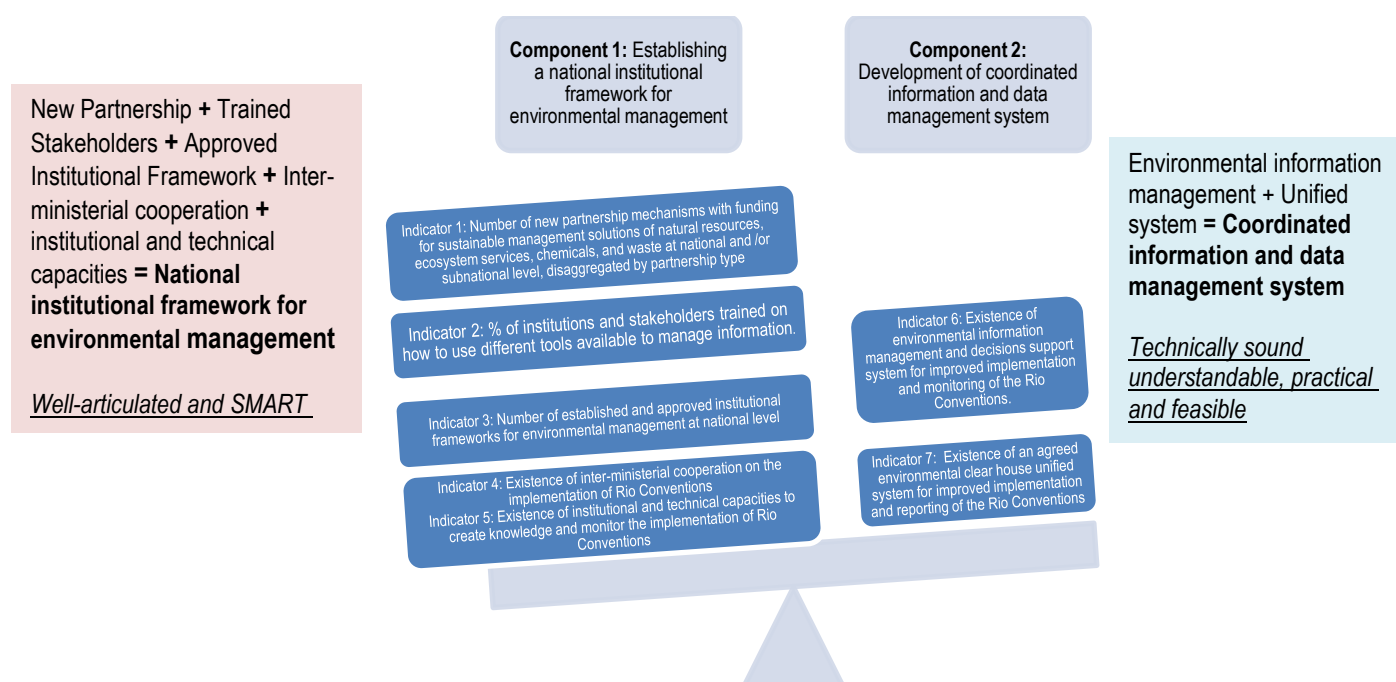
The project's strategy emphasized a long-term approach to institutionalizing capacities to meet Rio Conventions obligations through a set of activities that lay the foundation for effective

decision-making and policy-making regarding global environmental benefits. The strategy of establishing information management and synchronized data entry and management systems within the Government systems is an innovative approach that can be applied to another field where other governance systems that needs of information sharing.?

The Project Document highlighted apparent barriers, challenges, risks and opportunities from which out-come activities that translated Individual (1.1.1 & 1.3.1) and Institutional (2.1.1) capacity needs to actual development of particularly targeted knowledge and skills in global environmental values, issues, and commitments, data collection, analysis, reporting and sharing stages for appropriate inter-ministerial cooperation in implementation of the Rio conventions were developed. The project, thus, has made considerable progress towards achieving the project's objective and targets.

3.1.2 Review of Indicators

The set indicators as presented in the PD were adjudged to be clear and concise, focused providing relevant information to project objectives and outcomes; particularly information that provides the strategic insight required for effective planning and sound decision-making in implementation of the Rio conventions.



The indicators were; clearly stated, with purpose and rationale, baseline of measurement, data source and collection methods with frequency. Means of verification as guidelines to interpret and use data was clearly defined. Strengths and weaknesses of the indicator and the challenges in their use were included as assumptions and risks under the PD. These served well the indicator pyramid (Global, National, Institutional, organizational, Individual).

3.1.3 Assumptions and Risks

The Project was designed to respond to the capacity constraints and barriers defined in the 2007 NCSA assessment. Social and Environmental Screening Procedure (SESP) conducted during the project development phase, identified the 3 potential based political, technical, and

financial risks, categorized them as low risk with a level of significance, including;

- Inadequate government and other stakeholder commitment to the process (Low Significance),
- Limited institutional capacities to support project implementation and programme continuity, and the lack of horizontal coordination across ministries and agencies (Moderate Significance),
- Inability to maintain adequate co-financing and the finances required for a sustained continuation of project activities and outputs. (Low Significance).

No high-level risks were identified to hinder the implementation of the project. Tentative risk mitigation measures and management strategies were developed, including;

- The project was designed to promote and generate high-level support, where the focus on generating good information should ensure that the needed commitment is maintained.
- The project will adopted integrated approaches and set out to strengthen institutional capacity.
- The high-level support should facilitate the access to co-financing. In addition, the generation of high-quality data should help demonstrate the need for co-financing. Finally, the project was designed to be efficient and to be able to make impacts even if funds are low.

Ambitious objectives, inappropriate interventions, inadequate strategy for sustainability, difficulty in institutional arrangements (differences, mandates). Ministries departments: NEMA, Climate change, MAIF were assessed and mitigated at project development.

The Project Document includes: a summarized matrix log indicating the key risks including environmental and social risks that are likely to affect implementation of this project are specified in Table 2 of PD and Appendix 2 of the project inception report; Section 4.2 on Risk management and 4.3 Social and environmental safeguards. Furthermore, the Project Manager had to monitor risks quarterly and report on the status of these risks to the UNDP Country Office.

The TE observes that the project should address not only capacity needs assessment but should also target knowledge and skills as well, just as it provided tools/equipment (GPS, Computers) to operationalize the acquired skills and knowledge.

During the project formulation stage, assumptions per each outcome and output were developed. The project was built on nine main assumptions, including;

- i) Proposed partnership mechanisms are approved and politically supported by the State agencies.
- ii) The project will be executed in a transparent, holistic, adaptive, and collaborative manner.
- iii) Concerned staff to be involved in the capacity development programmes.
- iv) Institutional reforms and modifications recommended by the project are political, technically, and financially feasible and approved by the States Agencies.
- v) Government and nongovernmental stakeholder representatives are actively engaged in the project
- vi) The right representation from the various government ministries, departments, and agencies participates in project activities
- vii) Cooperation from different agencies to share data with the NEMA

- viii) Decision-makers are resistant to adopt new attitudes towards the global environment, and
- ix) Institutions and individuals' willingness to cooperate

These assumptions have held true to the end of the project implementation period.

3.1.4 Lessons from other relevant projects incorporated into the project design

The project design mentions knowledge and lessons learned backed by evidence/sources, which informed the project's theory of change, including: The importance of capacity development for government institutions; and importance of knowledge management and information systems. The project conforms to several projects and programs implemented by the Government of Uganda and UNDP-CO.

As a safeguard, in the project's final year, the Project Board held an end-of project review in December 2021 to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. Many lessons in this regard were drawn from the project that can be utilized for improved design and implementation in other fields. From a top-down perspective, the project strengthened the needed institutional capacities.

3.1.5 Planned stakeholder participation

Concerned project stakeholders included; line ministries staff (NEMA, MWE, and MAAIF), local governments (Wakiso, Mukono, Buikwe, Kayunga and Jinja districts), and Local Civil Society Organizations CSOs, and CBOs were all fully engaged and supportive of the project's intervention.

As detailed in the Project Document, stakeholder involvement in this project began with the 2007 NCSA, where an extensive consultation process that involved government ministries and agencies, local government, research organizations, academia, NGOs, civil society, local communities, development partners, and other relevant stakeholders was initiated. A stakeholder consultation workshop took place in Kampala, in December 2016 (*Table 1 of PD*), which revealed that *"various institutions operate their own monitoring systems; but they are tailored to their own specific needs and are not consistent, harmonized, effectively shared with, or integrated into broader systems. Institutions decided themselves without any coordination with other agencies on what information to collect, which is why duplication of activities frequently takes place."*

The project was developed based on intensive consultations with key stakeholders and has managed to develop some of the critical partnerships with stakeholders at the national level mainly with 3 focal points. Active participation of stakeholder representatives in the project life cycle facilitated the strategic implementation of project activities, mainly at the district level as well as the 3 NGOs (Environmental Alert, Nature Uganda and ACODE Uganda) were actively in direct implementation of specific relevant activities, in line with project objectives. This also ensured that all stakeholders at local and national levels understand the different forms of international environmental commitments; their responsibilities in addressing environmental issues; and how to work with others to achieve the global environmental benefits; identifying clear roles and responsibilities for relevant ministries; coordinating with

international actors and partners in a better way; and improving government-civil society collaboration.

Moreover, the inclusion of multiple stakeholders contributed to the adaptive collaborative management of project implementation and promoted long-term sustainability of project outcomes. For example, the development of a mechanism that allows for managing information flows from various stakeholders. The TE would have expected to see more evidence of partnerships with organizations involved in different fields in relation to the Rio Conventions, such as the academic sectors, private sectors, and national and international non-governmental organizations and development partners.

The involvement of the project's key stakeholders has been limited to attending various training workshops, meetings, project's technical committee, and public awareness events. A full list of these events organized by the project is presented in Annex 4. The Project utilized these events to build a national database of concerned stakeholders and experts that have directly participated in project activities. During the TE, the consultant was able to engage with key stakeholders and project's beneficiaries and it was noticeable that there was extensive involvement in the project's implementation. In a nut shell, these relationships appeared to be fruitful and there has been considerable support.

3.1.7 Replication approach

The Project's key result areas are: strengthen and elaborate national institutional framework for managing natural resources and the environment; train staff at the technical and managerial levels in monitoring and data analysis, and linkage to decision-making processes; improve national systems to manage (i.e., collect, store and access) data and information; and enable capacities for environmental monitoring and reporting of Rio Conventions in Uganda.

According to the Project document, the project's basis for replication at various levels and through various mechanisms includes the following:

- The assumption that project investments made for knowledge generation and management will create stakeholders' interest in greater consolidated data sets in the long run.
- In general, the project's components could be replicated to support other focal areas within the environmental sectors or any other developmental areas.
- Project implementation arrangements will involve numerous stakeholder representatives. This includes working with international, regional, and local NGOs that have a strong presence in the communities and/or are actively supporting related capacity development work

The TE highlighted that the project has achieved results in institutional capacity building, data gathering and management, training, mainstreaming of project objectives in national and district level planning systems. These results have been achieved at pilot scale which leaves room for replication and up-scaling to the national level.

The project could also be replicated at ecosystem level where the Rio Conventions can be implemented with a view to achieving greater global environmental benefits.

3.1.8 UNDP comparative advantage

The Government of Uganda and UNDP CO have worked jointly on implementing the NCSA project and other key initiatives in relation to the environment, sustainable development, good governance, and disaster risk reduction, including; the Lake Victoria Environment Management Project (LVEMP), a few initiatives implemented by the Lake Victoria Fisheries Organisation (LVFO), the Nile Basin Initiative (NBI), the Restoration of Lake Victoria / Lake Nakivale Shores, River Nile Banks, and Catchment Areas, and the Clearing House Mechanism Project, among others.

The UNDP, as the GEF Agency, was selected for this project based on its vast experience in supporting capacity development efforts in Uganda as well as its presence and experience at regional and global levels. UNDP's ability to provide the needed technical expertise in designing and implementing this kind of project, which is multi-sectoral, in addition to its in-country presence, its key role with regards to advocacy, all these comparative advantages helped UNDP to be in a prime position to provide Uganda with the needed support. Furthermore, the UNDP comparative advantage lies in its experience in integrating policy in national processes, policies, and frameworks, and in developing/designing and effectively implementing capacity development initiatives as well as sharing good practices and lessons learned from other countries around the globe.

3.1.9 Linkages between the project and other interventions within the sector

All the three Rio Conventions focal points; NEMA, MWE, and MAAIF in Uganda have and are managing several projects, this has facilitated the work of the Project by sharing lessons learned, sharing financial and technical resources, as well as providing the needed logistical and technical support. Although most focal points have been running/ implementing independently related projects, for the first time in Uganda, all the three were aligned in implementation of *"Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda"* from planning, design, implementation, monitoring and reporting. This was mainly observed during workshops, and meetings.

In line with the national development plan, international and national partners are implementing a series of GEF funded projects and initiatives in the baseline, including: SWITCH Africa Green²; The Green Charcoal Project³ under Ministry of Energy, Strengthening Climate Information and Early Warning Systems for Climate Resilient Development and Adaptation to Climate Change in Uganda Project⁴; Improving policies and strategies for a sustainable environment, natural resources and climate risk management project⁵; Strengthening Capacities for Disaster Risk Management and Resilience Building project⁶; Building Resilient Communities and Ecosystems living in proximity to critical

² SWITCH Africa Green: Promoting inclusive and sustainable economic development

³ The Green Charcoal Project - Addressing Barriers to Adoption of Improved Charcoal Production Technologies and Sustainable Land Management Practices through an Integrated Approach Project

⁴ Strengthening Climate Information and Early Warning Systems for Climate Resilient Development and Adaptation to Climate Change in Uganda Project

⁵ Improving policies and strategies for a sustainable environment, natural resources and climate risk management project

⁶ Strengthening Capacities for Disaster Risk Management and Resilience Building project

wetlands and associated catchments in South Western Uganda⁷; Climate Change Adaptation in the Mbale region of Uganda Project⁸; Kidepo Critical Landscape Project⁹; Enhancing Adaptation to Climate Smart Agriculture Practices¹⁰; Global Climate Change Alliance (GCCA) project, among others. These have been means of implementation and revitalize the global partnership for sustainable development.

3.1.10 Management arrangements

The project has been implemented following UNDP's National Implementation Modality (NIM), per the Standard Basic Assistance Agreement (SBAA) between UNDP and the Government of Uganda, and the Country Programme Document (CPD). The Implementing Partner for this project is the National Environmental Management Authority (NEMA), responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The project management arrangements were developed in the Project Document, presented and agreed during the inception workshop. No changes were proposed during the inception phase, and hence, the Project has followed the proposed structure;

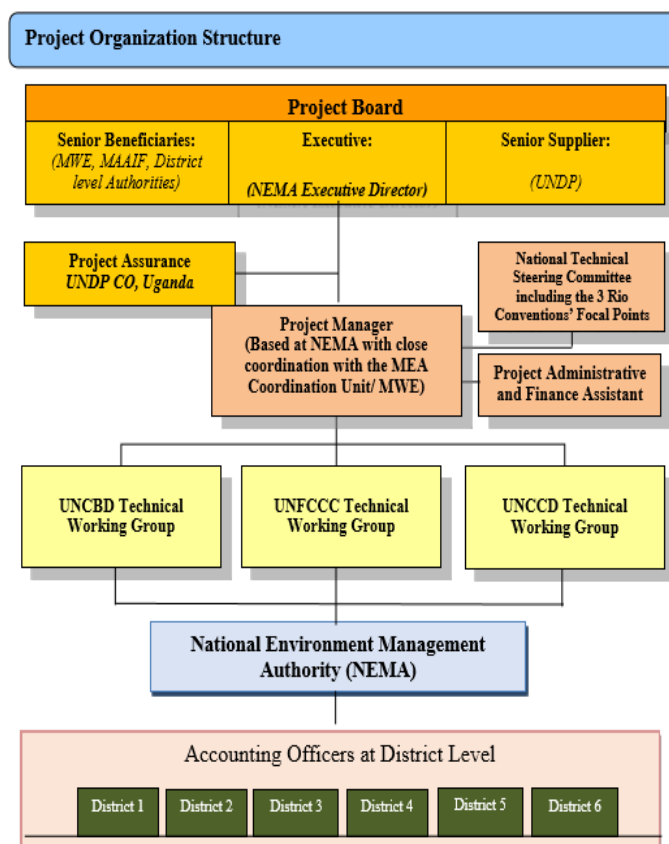
➤ **Project Board (PB):**

NEMA, MAAIF, MWE, MEAs Coordinator in MWE, the Rio Conventions Focal Points, 2 Accounting Officers among the selected 5 District level Local Authorities, UNDP and a representative from the Academic sector, in addition to the Project manager as Secretariat and chaired by the Executive Director NEMA.

➤ **Project Management Unit (PMU)** is located at NEMA. Composed of Project Manager (PM), who is supported by Project Administrative and Finance Assistant (including Accounting Officers at District Level) and the National Technical Steering Committee (3 Rio Conventions' Focal Points).

➤ **Technical Working Groups**

(TWGs): 3 TWGs established for each Rio Convention comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups were formed (34 members in No).



⁷ Building Resilient Communities and Ecosystems living in proximity to critical wetlands and associated catchments in South Western Uganda

⁸ The Territorial Approach to Climate Change (TACC)- Climate Change Adaptation in the Mbale region of Uganda

⁹ Kidepo Critical Landscape Project

¹⁰ Enhancing Adaptation to Climate Smart Agriculture Practices

- **Project Assurance Team:** UNDP Country Office represented by the Climate Change and Crisis Risk Management Team Leader and UNDP Regional Technical Advisor.

3.1.11 Gender responsiveness of project design

All critical aspects of the project from the development of the project rationale, strategy, the Theory of Change and stakeholder engagement considered gender as a main cross cutting issue. This is clearly shown in the project Results Framework.

The project was envisioned to affect both men and women equally (*UNDP Gender Marker: 2*), in the development of mechanisms for cooperation and strengthening of key capacities at national and sub-national levels. The Project document has a section on gender mainstreaming that ensures women's views and participation is included in all aspects of the project. Gender inclusiveness was incorporated in the project design through;

- **Output 1.2:** *“Inter-ministerial cooperation for collaborative decision-making among policy makers achieved”*. Include women representatives in the proposed inter-ministerial mechanisms as well as on the national committees to monitor and supervise the implementation of the three Rio Conventions.
- **Output 2.1:** *“Governments and districts’ capacity for conventions monitoring and reporting developed”*. Trainings supported stakeholders in working effectively with women, taking stock of their gendered issues and participation numbers vis-a-vis the environment.
- **Output 3.1:** *“Data collection and exchange systems that cover needs of Rio Conventions established”*. + **Output 3.3:** *“A set of indicators for environmental monitoring and natural resources management supporting both global and national needs identified”*. Mechanism to input and collect gender data was part of the database structure aimed at improving generation, collection, analysis, sharing across sectors, and availability of gender disaggregated indicators across the country.

Gender and native/local communities were inadequately addressed in the designed project activities as observed at the Inception workshop. However, stakeholder mapping and in-depth analysis conducted by the PMU, helped address this gap.

The rising need to include gender during project implementation was addressed by developing a Gender Action Plan for the Project and through ensuring that in every project activity an appropriate gender balance was considered for instance in all training workshops, development of TWGs and capacity development activities. Gender mainstreaming progress has also been included in Annual Progress Report (APR). TE has observed that the project is likely to improve gender equality and women's empowerment.

3.2 Project Implementation and Adaptive Management

The extent to which projects achieve their intended goals and objectives is influenced by several internal and external factors including the quality of management, the strength of the monitoring system (s) put in place to track progress, the degree of support and collaboration among implementing and participating entities and any changes that might occur in the context within which they are implemented. Project Management teams need to stay alive to these factors and be ready to adjust their management approach in response to any major changes that occur in this environment.

The TE evaluation team assessed the processes that were used in the implementation of the Rio Conventions project from the perspectives of adaptive management, partnership

arrangements that were put in place during the implementation period and the monitoring and evaluation processes that were used to track progress. These perspectives had a direct influence on the financial performance of the project, which was also assessed.

3.2.1 Adaptive management

The Rio Conventions project was designed as a software project aimed at enhancing the capacities of both institutions and individuals for implementing the provisions of the three Rio Conventions. The use of the conventional project management practice of setting up a classical PMU with full responsibilities for project implementation would have yielded little over a four-year period with a project of this nature. A major innovation that was adopted right from the beginning was to design the project in such a way as to promote the participation of all concerned stakeholders in the management and implementation of the project. The PMU embedded management responsibilities in the structures of participating institutions which effectively promoted collaboration in the implementation and institutionalization of the project objectives. The three focal points for the Rio conventions served on the Project Steering Committee which helped obviate the usual problem of “who coordinates who” which bedevils a lot of environmental management projects. This approach also helped with mainstreaming environmental management into the operations of participating sectors including Agriculture, Water and local government.

A perennial issue that the PMU had to deal with was the delays in the disbursement of resources to the Implementing Partner. In response to this, activities that were not implemented on scheduled were rolled over to the following implementation period

A major observation by the evaluation team was that the Project Manager went beyond the call of duty to engage with all stakeholders on a one-on-one basis and explain the purpose and expected outcomes of the project which was viewed as one with no physical or tangible benefits to its intended beneficiaries. The constant engagement with stakeholders by the Project Manager resulted in increased understanding of the project’s long-term benefits from national to local levels. This is supported by the calls that are now being made by various sectors of the community to have the project extended beyond its close out date and redesigned to include working directly with resource users.

The COVID-19 pandemic effectively brought project implementation to a standstill in its second year of implementation. Project Management responded to this global phenomenon by working stakeholders virtually and online with UNDP-CO.

The terminal evaluation team’s assessment is that Project Management exercised effective Adaptive Management during the life of the project which contributed to the achievement of the project’s objectives.

3.2.2 Partnership arrangements

The path of Uganda’s national development trajectory has been articulated in the National Development Plan III. All development initiatives by government, international development partners, local non-governmental organizations and civil society entities are expected to contribute to the goals of this plan. The design of the Rio Conventions project benefitted from the results and lessons generated by already on-going and planned projects and programmes which were supported by UNDP-GEF, UNDP, the Government of Uganda and other UN Agencies and development partners. Examples of these initiatives include the following:

- SWITCH Africa Green: Promoting inclusive and sustainable economic development.
- The Green Charcoal Project - Addressing Barriers to Adoption of Improved Charcoal Production Technologies and Sustainable Land Management Practices through an Integrated Approach Project".
- Strengthening Climate Information and Early Warning Systems for Climate Resilient Development and Adaptation to Climate Change in Uganda Project".
- Improving policies and strategies for a sustainable environment, natural resources and climate risk management project
- Strengthening Capacities for Disaster Risk Management and Resilience Building project".
- Enhancing Adaptation to Climate Smart Agriculture Practices

Partnerships were also developed with Civil Society Organizations (CSOs) including Environmental Alert, Advocates Coalition for Development and Environment (ACODE), and Nature Uganda in the implementation of this project. These entities participated in the project's technical working groups and supported data collection, awareness creation and facilitated the creation of linkages between government and local communities.

Research and Academic Institutions such as Makerere University also played critical roles as centers of knowledge creation and teaching. Their participation in the project facilitated the testing of proposed interventions for their scientific robustness and the dissemination of information about the project to the Ugandan society in general.

3.2.3 Project Finance

The Rio Conventions Project was funded to a total of US\$ 1,950,000.00 through a GEF grant of US\$ 900,000.00 and a co-financing totaling US\$ 1,050,000.

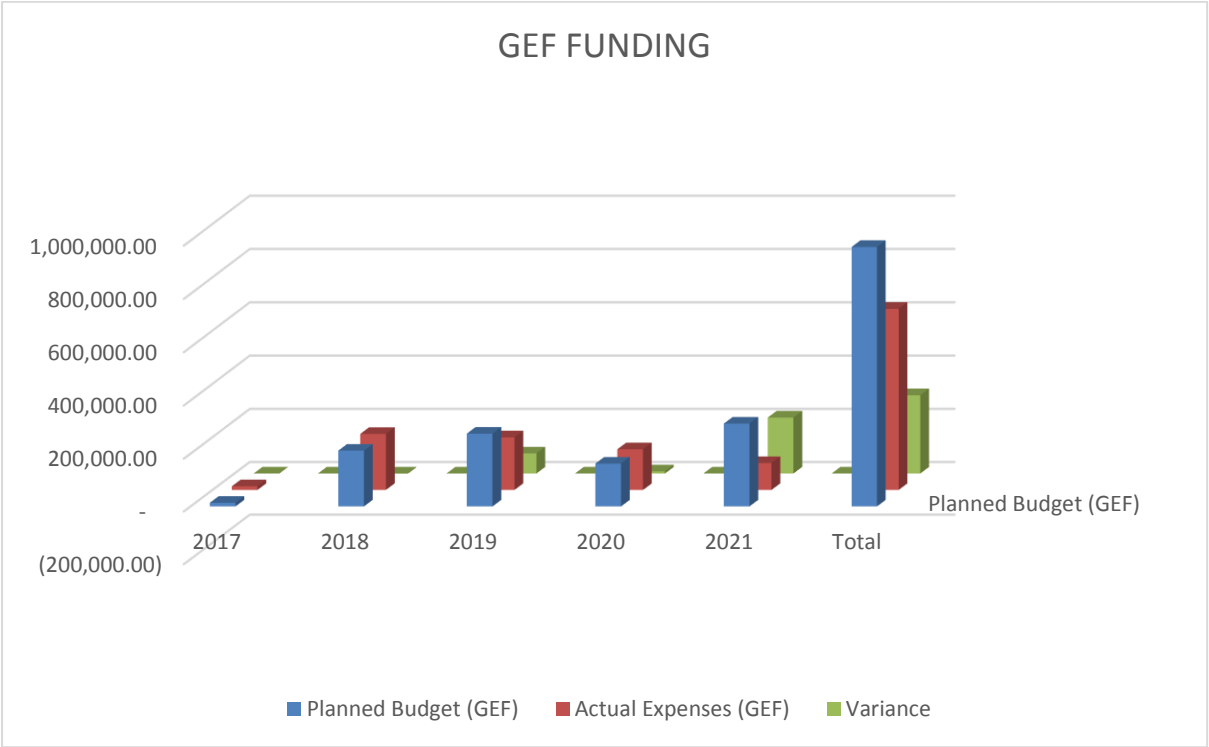


Table 1: Total GEF Funding Per Outcome
Planned Budget per Outcome as per Project Document-GEF Grant

Outcome	Year 1	Year 2	Year 3	Year 4	Total
Outcome 1	79,346.00	89,982.00	94,494.00	36,178.00	300,000.00
Outcome 2	58,500.00	49,110.00	49,110.00	63,690.00	229,000.00
Outcome 3	76,650.00	89,195.00	96,040.00	28,115.00	290,000.00
Project Management	23,500.00	18,500.00	16,500.00	18,500.00	81,000.00
Total	239,996.00	255,377.00	258,144.00	146,483.00	900,000.00

Source: Project Document

Table 2: Total Expenditure (GEF Funds) as at November 2021 (APR November 2021)

Year	GEF Funding (USD)
2017	14,033.69
2018	208,498.23
2019	197,255.75
2020	167,120.10
2021	265,842.53
Total	852,750.30

Total expenditure against the GEF grant as of November 2021 stood at US\$ 832,750.30 (APR, November 2021) or 95% of the total grant. This left a balance of US\$ 47, 349.70 which was to be spent directly through UNDP on the Terminal Evaluation, a Spot Check Audit and a Project Board Meeting that was scheduled for December to deliberate on the outcomes of the TE.

The evaluation Team also assessed the extent to which co-financing that was committed at Project start was realised. All the co-financing that was pledged at project commencement was in-kind in the form of technical, management and political support to project implementation. Project management confirmed that they had received the support pledged by all the agencies that had committed to work on the project. The TE team's assessment therefore was that the pledged co-financing had been realised at the TE stage.

The level of expenditure recorded by the project is high, which is commendable given the implementation hiatus caused by the COVID-19 pandemic. This adversely affected the alignment between the project budget allocations and the project annual work plan. Credit is due to the PMU which was able to adapt to this external factor and quickly kick start implementation of project activities following the partial lifting of lockdowns imposed in response to the pandemic starting in March 2020. Expenditure per Outcome proved to be properly aligned with the level of effort which was needed to deliver results through the proposed activities.

The review of the financial management aspects of the project indicated that Project Management had been affected by delays in disbursement of funds from the funding agency. PMU mitigated the potential impacts of these delays by rolling over activities which had not been completed from one cycle to another. The high utilization of funds had also been made possible by the transfer of responsibility for project implementation to the entities responsible for specific projects. Monitoring and reporting were also assessed to have been effective with all scheduled quarterly and annual reports being submitted to the implementation partner timeously.

Internal and external audits which were mandated at project design and highlighted in the Project Document were conducted as per schedule.

The Terminal Evaluation confirmed the active participation of all relevant institutional and individual stakeholders in project implementation even when there was no funding from the project. Individual participants in project training in data management were reported to have bought data bundles for themselves so they could take part in the training offered. This commitment to project activities was engendered by the very effective Project Management provided by the PMU which demonstrated the value of the project's intended objectives to participating entities. This high level of participation by stakeholders translates into commitment of co-financing that was pledged at the start of the project even though the TE could not quantify the levels of co-financing which were realized over the project's lifespan. The Table below details the sources, type and amount of co-financing that was committed to the project.

Confirmed Sources and Expenditure of Co-financing at TE Stage

Source of Co-financing	Name of Entity	Type of Co-financing	Amount Pledged	Amount Spent at TE
Recipient Country Government	MWE	In-kind	200,000	200,000
	MAAAIF	In-kind	150,000	150,000
	NEMA	In-kind	275,000	275,000
	Local Districts	In-kind	125,000	125,000
CSOs	ACODE	In-kind	40,000	40,000
	Nature Uganda	In-kind	30,000	30,000
	Environment Alert	In-kind	30,000	30,000
GEF Agency	UNDP	In-kind	200,000	200,000
TOTAL			1,050,000	1,050,000

Overall, financial management systems adopted for project implementation were assessed to have been effective.

3.2.4 Monitoring and evaluation: design at entry and implementation.

Project Monitoring and Evaluation arrangements and reporting with clear allocation of responsibilities and schedules were defined at design stage and captured in the Project Document. The Project Document also includes a work plan and budget for M&E.

Project design included a comprehensive Result Framework or Log frame which stated the project pathway to the intended objective. This included indicators and targets which could be used as markers of progress towards objectives. The evaluation assessed these indicators which were all adjudged to be SMART (Specific, Measurable, Achievable, and Time-bound).

The Results Framework was used diligently by the project management Team during internal monitoring of project implementation.

Project implementation reporting was to be conducted through periodic and scheduled reports inkling quarterly and annual implementation reports which were all delivered on schedule by the Project Management Unit. Of particular interest in this was the participation of all concerned stakeholders in this important process which was preceded by a training session for all entities that were to be involved.

Provision was also made for the conduct of a Terminal Evaluation of the project. Although all medium size projects are expected to undergo a Mid-Term Review, UNDP-CO and Government of Uganda determined that this would not be necessary for this project which was not implemented on the ground.

The TE concluded that the Monitoring and Evaluation Plan developed at project design was adequate for the purposes of measuring progress towards the achievement of the project's objectives. The plan was also adequately resourced which allowed for its effective execution even though there was no MTR undertaken. The Monitoring and Evaluation process under the Rio Conventions project was assessed to have been **Satisfactory**.

4. PROJECT IMPLEMENTATION RESULTS

The results achieved from project implementation were assessed through the review of the following elements: Progress towards objective and expected outcomes; Relevance; Effectiveness; Efficiency; Sustainability; Country ownership; Gender equality and women's empowerment; and progress to impact. These achievements were analyzed using the GEF rating system in addition to a descriptive analysis. Successive lessons learnt and best practices, corrective actions for the design, implementation, M&E; and proposals for future directions underlining main objectives were drawn.

OECD/DAC evaluation criteria have been used with the Capacity Development Monitoring and Evaluation Scorecard developed during the project's formulation stage. The results of the assessment were considered as a baseline in the revised Log-Frame.

Green	Completed, the indicator shows successful achievement	HS & S
Yellow	On target to be achieved by the end of the project	MS & MU
Red	Not on target to be achieved by project closure	U, HU, & UA

4.1 Progress towards Objective and Expected Outcomes

Strengthening institutional capacity for effective implementation of the Rio Conventions in Uganda was the goal for this project (ID:9335). The achievement of the overall objective was organized around 3 outcomes, including: Strengthened and elaborated national institutional framework; Sufficiently trained staff; and improved national system for implementation of Rio Conventions "UNCBD, UNFCCC and UNCCD" in Uganda.

6 = Highly Satisfactory (HS)
5 = Satisfactory (S)
4 = Moderately Satisfactory (MS)
3 = Moderately Unsatisfactory (MU)
2 = Unsatisfactory (U)
1 = Highly Unsatisfactory (HU)
0 = Unable to Assess (UA)

The TE assessed the achievements of outcomes against the 7 indicators, the progress made towards achievement was dependent on actual delivery of 9 project outputs, from the 32 project activities, in regard to various factors that affected their delivery, such as; project design, project's linkages with other activities, extent and materialization of co-financing, and stakeholder involvement. The assessment was conducted according to the UNDP/GEF evaluation guidelines against established baseline in the PD and the findings, interviews with key stakeholders, data provided in the annual reports and technical reports reviewed. Out of 7 outcome level indicator targets, the evaluation established that all 7 (100%) were fully achieved and/or surpassed. It is on this ground that the **overall project performance at outcome level is rated as Highly Satisfactory (HS) with a score of 6/6.**

Table 1: Matrix for rating the Achievement of Outcomes

/Objective/ Outcome	Performance Indicator	Baseline	End of project Target	End of Project Status	Ref ere nce	TE Comments	Rati ng
Project Contributing Goal:	This project is aimed at contributing to: <ul style="list-style-type: none">▪ SDG15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.▪ SDG17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.						
Project Objective: To strengthen institutional capacity for effective implementation and monitoring of the Rio Conventions in Uganda	Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals, and waste at national and /or subnational level, disaggregated by partnership type.	Currently, there are no (0) effective partnership mechanisms in place	4 partnership mechanisms developed, approved, and implemented	8 partnerships mechanisms developed, approved, and implemented at both national and local level	1A, 1B & 1C	Completed and the Indicator shows successful achievement	HS
	Indicator 2: % of institutions and stakeholders trained on how to use different tools available to manage information	Very limited institutional capacities (Less than 50%) to collect, analyze, share and monitor data at national and district levels.	100% of the targeted institutions and the staffs receive timely and professional training.	4 Trainings were conducted and 100% of the target intuitions benefited from the training Study Tour to NEMA Kenya for RIO data management and monitoring benchmarking purposes	2A & 2B	Completed and the Indicator shows successful achievement	HS
			At least 30% of the people involved in the training	44% of the people involved in the training	2C		

Table 1: Matrix for rating the Achievement of Outcomes

/Objective/ Outcome	Performance Indicator	Baseline	End of project Target	End of Project Status	Ref ere nce	TE Comments	Rati ng
			programmes are women	programmes were women A gender action plan was developed			
Outcome 1: Strengthened and elaborated national institutional framework for managing the environment and natural resources	Indicator 3: Number of established and approved institutional frameworks for environmental management at national level	There are currently no and /or fragmented and individualized frameworks for environmental management.	2 Proposed institutional frameworks are approved and implemented.	4 Institutional frameworks for environmental management at national level were established	3A	Completed and the Indicator shows successful achievement	HS
	Indicator 4: Existence of inter-ministerial cooperation in the implementation of Rio Conventions	There is little inter- ministerial/ agencies coordination on the implementation of Rio Conventions.	Formal Inter- ministerial cooperation on the implementation of Rio Conventions in place. Specifically;	Formal Inter-ministerial cooperation on the implementation of Rio Conventions was established	3B		MS
			Satisfactory trainees' evaluation of the implementation of the proposed inter- ministerial cooperation protocols.	4 Trainings workshops were conducted Trained technical officers can ably set clear targets and indicators to monitor progress in their execution. They also ably interpret generated data and information	2A & 4A		
			4 Inter-ministerial cooperation	Only 2 inter-ministerial cooperation protocols on	4B		

Table 1: Matrix for rating the Achievement of Outcomes

/Objective/ Outcome	Performance Indicator	Baseline	End of project Target	End of Project Status	Ref ere nce	TE Comments	Rati ng
			protocols on the implementation of Rio Conventions are in place, tested and adopted by the State agencies	the implementation of Rio Conventions were developed and 3 rd one is under development			
Outcome 2: Technical and management staff sufficiently trained in monitoring and data analysis, and linkage to decision-making processes.	Indicator 5: Existence of institutional and technical capacities to create knowledge and monitor the implementation of Rio Conventions	Institutional capacities for managing the Rio Conventions are piecemeal and takes place through Rio Convention-specific projects	Institutional and technical capacities to create knowledge and monitor the implementation of Rio Conventions in place	Twelve dialogue meetings were carried Technocrats are able to climate proof all the development projects undertaken by their respective institutions	5A	Completed and the Indicator shows successful achievement	HS
			Annual dialogues involving men and women held by quarters 4,7,10, 13.	National dialogues were conducted in quarters in 2019 and 2020 by both men and women. There is now mainstreaming of Rio Conventions into development plans and budgets			
			Capacities of at least 4 institutions and 150 participants enhanced.	262 participants from 20 institutions had their capacities enhanced.			
Outcome 3: An improved	Indicator 6: Existence of environmental	Most the environmental data are available	A unified system for monitoring the	The online database 'Rio Information Systems	6A	Completed and the	HS

Table 1: Matrix for rating the Achievement of Outcomes

/Objective/ Outcome	Performance Indicator	Baseline	End of project Target	End of Project Status	Ref ere nce	TE Comments	Rati ng
national system to manage (i.e. collect, store and access) data and information—that supports monitoring and implementation s of Rio Conventions	information management and decisions support system for improved implementation and monitoring of the Rio Conventions.	separately and not accessible to end-users in a comprehensive way. There are several systems for environmental data collection, analysis, and sharing pertaining, but are not all unified and data are not easily accessible	implementation of Rio Conventions and reporting on them is established and operational	Uganda' which serves as one stop center for data and information clearing house mechanisms established and launched..		Indicator shows successful achievement	HS
	Indicator 7: Existence of an agreed Environmental Clearing House unified system for improved implementation and reporting of the Rio Conventions	There is a clearing house mechanism in NEMA for the Biodiversity area. There is a need to create a unified system for the three Rio Conventions.	Sectoral environmental data (system) is accessible to end users in a comprehensive and policy-relevant way.		7A	Completed and the Indicator shows successful achievement	

Table 1: Summary of Project Achievements

Table 3: TE Comment Description

Indictor	Achievement Reference description	TE Comments description
Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals, and waste at national and/or subnational level, disaggregated by partnership type.	1.A Eight partnership mechanisms have been established	Responsibility, Accountability and transparency is a continuous process, that needs to be taken-up further and maintained beyond project life time.
	i. The Inter-Ministerial Coordination partnership for joint implementation of Rio Conventions,	There exists coordination amongst the 3 focal points, however more inductive platforms that bring them together needs to be formulated.
	ii. Partnership for Technical/Thematic Working groups (Biodiversity, Climate change and desertification)	Once the TWGs were formed they begun analyzing the project annual Workplan for 2018, making observations and comments which shows clear teamwork. However, the only technical synergy was within the TWGs, what about among the 3 TWGs, withholding the PM.
	iii. Partnership with Civil Society Organizations to contribute to joint implementation of Rio Conventions.	Nature Uganda, ACODE, Environmental Alert all committed to partnership with the project through co-financing. CSOs took lead in the implementation of output 2.1, with most engagements were focused on both national and local stakeholders. However, most of the activities were carried out by consultants.
	iv. Five partnerships with local governments committing themselves to continue implementing Rio Conventions activities. Appreciation of Rio Conventions among newly elected political leaders increased	These partnerships contributed to better result achievement for the project. Partnerships contributed to project activity actualization. All 5 local governments displayed full commitment and support to the project.
	1.B Co-financing was provided by Ugandan institutions in-kind as evidenced by the signed commitments in the PD and during implementation.	Project commitment was enhanced, and PM was fully supported by accounting Officers at District Level and by all 3 Rio Conventions' Focal Points.
	1.C Laptops, GPS, Printers, and camera were procured and provided to all local district local government focal people	The project used a software intervention approach to collecting, analyzing and reporting. The equipment provided was needed. Concern is the life time of equipment, safety and lack of facilitation of staff (Transportation to collecting data in the field)
Indicator 2: % of institutions and stakeholders trained on how to use different	2.A Each institution nominated officers to be trained for example; ▪ 75 (M: 43 and F: 32) Technocrats in data and information access,	Gender mainstreaming was fully considered during trainings as women participation is clearly shown in aggregated attendance data, hence ensuring that women's views in project implementation were captured. Women

Indicator	Achievement Reference description	TE Comments description
tools available to manage information	<p>analysis and interpretation. Technocrats can scenically collect, analyse, share, and interpret Environment and Natural Resources data,</p> <ul style="list-style-type: none"> ▪ 90 technocrats (F: 41 and M: 49), trained in resource mobilization. ▪ 70 (M: 38 and F: 32) trained in monitoring and reporting and use of information for decision making, ▪ 73 (F: 30 and M: 43) technocrats in the use of climate and disaster risk screening tools. ▪ Trainees can now draft policies, ordinances, and bye laws <p>2.B In terms of percentage, the institutions that benefited from this training included officials from 5 pilot districts¹¹, 4 civil society organizations¹², 1 academia¹³, 4 Agencies¹⁴ and 11 Ministries¹⁵.</p> <p>2.C A gender action plan to specifically address peculiar issues of gender involvement and inclusion in the implementation of Rio Convention in Uganda both during and post Rio Conventions project was developed</p>	<p>are receiving targeted knowledge and skills in global environmental values, issues, and commitments, at data collection, analysis, reporting in implementation of the Rio conventions.</p> <p>The project prioritized issues of gender participation and inclusion in all its activities. A deliberate effort was always made during meetings, dialogues, workshops, and trainings to give specific considerations to women to participate in these important events. Participation of women exceeds the 30% target as stated in the project document</p> <p>Interviewed personnel confirmed that the tools are of great help in the day-to-day activities of their different departments. E.g. one had developed an App that helps in compliance monitoring of industries in the local Jurisdiction.</p> <p>All key stakeholders were well represented in the trainings. Additionally, other stakeholders had a lion's share in the project, including; Ministry of Tourism, Wildlife and Antiquities, Ministry of Energy and Mineral Development, Ministry of Local Government, Ministry of Finance, Planning and Economic Development and Ministry of Gender Labour and Social Development. However other key academic institutions were not included.</p>
Indicator 3: Number of established	First, the higher/National level Coordination framework which encourages Inter-Ministerial	This strengthened active project participation of all the three Rio

¹¹ Jinja, Buikwe, Kayunga, Mukono and Wakiso

¹² Advocate Coalition on Development and Environment (ACODE), Nature Uganda, Environmental Alert and Environmental Management for Livelihood Improvement (EMLI) Facility Bwaise

¹³ Makerere University Kampala

¹⁴ National Environment Management Authority (NEMA), National Forestry Authority (NFA), Uganada National Meteorological Authority (UNMA) and Uganda Wildlife Authority (UWA)

¹⁵ Ministry of Water and Environment, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Tourism, Wildlife and Antiquities, Ministry of Energy and Mineral Development, Ministry of Local Government, Ministry of Finance, Planning and Economic Development and Ministry of Gender Labour and Social Development

Indicator	Achievement Reference description	TE Comments description
and approved institutional frameworks for environmental management at national level	Rio Conventions was established	Conventions focal points (NEMA, MWE, and MAAIF).
	Second, is the interagency Rio Conventions Coordination framework under the MEAs coordination office at MWE	
	Third, Mechanism for operationalization of data collection, and information exchange systems	TE noted that previously data has been collected, utilized individually, with such a project, sharing information will help in harmonization of communication among the MEAs
	Fourth, is the guidelines for data and Information sharing operationalizing the data and information protocol	Guidelines were developed to stream line data acquisition and handling process
	Fifth, Harmonized Thematic Indicators for monitoring implementation of Rio Conventions in Uganda	Indicators agreed on by all functional stakeholders mainly the TWG and identified commonalities for better reporting at national and global level.
	The above frameworks operate jointly with Academia, CSO, Local Governments and any subsequent MEAs related projects as may be established by different institution.	Frameworks evidenced multiple stakeholder involvement
Indicator 4: Existence of inter-ministerial cooperation on the implementation of Rio Conventions	<p>4.A Four inter-ministerial coordination meetings/workshops were carried out in Q1, Q3 and Q4 of 2019 and Q3 of 2020. The attendance was from both - local and national stakeholders. The meetings were intended to improve cooperation, build synergies and lay strategies on how to jointly implement activities.</p> <p>4.B The following protocols have been developed: Protocols for data and information sharing among the 9 focal institutions of Rio Conventions have been developed. Additionally, the first guidelines for data and information sharing have been finalized. Protocol on joint implementation / cooperation in implementation of Rio Conventions has also been established Protocol for 5 pilot local governments to commit themselves to mainstream and</p>	<p>Stakeholders have mainstreamed RIO conventions in general annual planning and NDPIII, e.g. NEMA has used Payment for Ecosystem Services in regulation of the country.</p> <p>Decision making has been enhanced</p> <p>Reporting has been harmonized</p> <p>Common result-oriented improvement</p> <p>Signed MoU with; NEMA, OPM, MWE, MAAIF, NFA, UWA, UNMA, NARO and DEM of MAK helped to: Establish formal collaboration mechanism for data acquisition and information sharing among the Rio Conventions focal points for effective reporting. Facilitate fulfillment of the reporting requirements under the Rio Conventions. Put in place arrangements between the parties to participate in and to implement Rio Conventions Information System in line with obligations of the CBD, UNFCCC and UNCCD</p>

Indicator	Achievement Reference description	TE Comments description
	implement the Rio Conventions together, especially between the production and Environment and Natural Resources sectors where Rio Conventions are implemented is under development.	
<p>Indicator 5: Existence of institutional and technical capacities to create knowledge and monitor the implementation of Rio Conventions</p>	<p>5.A Twelve dialogue meetings were carried out including three (3) at National level focusing on Climate change, concept of Land Degradation Neutrality and biodiversity Conservation. 262 (F: 101, M: 161) participants attended the dialogues.</p> <p>The National Dialogues discussed the outcomes of Conference of the Parties (COP) proceedings for respective Conventions and progress made in implementation of respective conventions commitments (plans, challenges and recommendations) (65 participants M: 42 and F: 23)</p> <p>Another nine (9) dialogues with Local Governments leaders were held. The topics discussed were the status of Rio Conventions implementation; challenges and recommendations on how to improve Environment and Natural Resources (ENR) management at local government level. Each Local Government also inducted newly elected leaders.</p>	<p>The participatory approach that underpinned project implementation is a strong pillar for sustainability as it promotes ownership, contribution and capacity building. National Dialogues supported the project implementation in being well aligned with the development aspirations of both the implementing agencies and beneficiary stakeholders.</p> <p>Achievement portrays the incorporation of gender considerations in the implementation of project activities.</p> <p>Achievement firmed up full representation of all stakeholder groups</p>
<p>Indicator 6: Existence of environmental information management and decisions support system for improved implementation and monitoring of the Rio Conventions.</p>	<p>6A. The project has established mechanisms for monitoring implementation of Rio Conventions in Uganda, through development of harmonized indicators and production of guidelines to facilitate data and information sharing, these guidelines operationalize the protocol already established to ease</p>	<ul style="list-style-type: none"> ▪ Accessible and user-friendly harmonized national data clearinghouse, covering all three Rio Conventions, ▪ Accurate collection, storage and utilization of data and information, aiding better baseline of data and information for further research ▪ Stakeholders' capacities to access, use and interpret the information built, on data access and interpretation for

Indicator	Achievement Reference description	TE Comments description
	<p>sharing of data and information for decision making</p> <p>The Rio Information Systems Uganda is an online database that serves as one stop center for data and information clearing house mechanisms. It is an open access to users; therefore, decision makers are free to access and use any information relating to biodiversity conservation, sustainable land management and climate change mitigation/adaptation strategies. This information is thus used to make evidence-based decisions.</p>	<p>environmental management built is enhanced</p> <ul style="list-style-type: none"> ▪ Reduction in time spent finding environment management information by leveraging on information from past data collections; ▪ As institutions share and use increasing amounts of existing data and information, the costs of environmental assessments will reduce; ▪ Promotes harmonised reporting and monitoring of environment and natural resources interventions locally and internationally. ▪ Promotes efficient and effective sharing of data and information by the Rio Conventions implementing MDAs at National and sub-National level.
<p>Indicator 7: Existence of an agreed environmental clear house unified system for improved implementation and reporting of the Rio Conventions</p>	<p>7A. Rio Conventions Information System- Uganda has been established. A database which serves as the clearing house mechanism for Rio Conventions in Uganda. It integrates tools for monitoring different aspects of UNFCCC, UNCCD and CBD implementation in Uganda.</p>	<ul style="list-style-type: none"> ▪ Address the gaps as identified in the Access to Information Act, 2005 in regards to environmental data and information sharing

Table 4: Assessment of Indicators

Project Evidence based activities



Figure 4: Inception workshop
(November 2017)

Figure 5: Technical
Meeting(September 2019)

Figure 6: Training(November 2019)

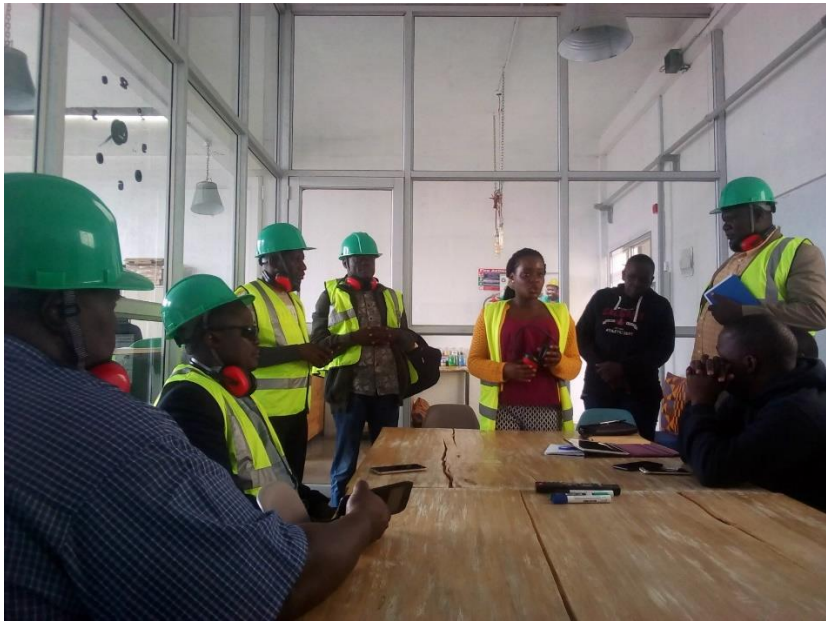
Figure 7: National
Dialogue(September 2019)



Community Tree Planting
Project sponsored by Tata
Salt Uganda
October 2019



Ngong Hills Wind Energy
site (KenGen) CDM site
October 2019



Mr. Green Africa in Industrial
Area (Plastic waste recycling at
Nairobi)
October 2019

Figure 8: Benchmarking Visit in Kenya

4.2 Relevance (*)

Uganda is party to the three Rio Conventions on biodiversity conservation, climate change, and desertification, among other MEAs, to which its fully committed to meet its obligations.

The project logic was comprehensive and has satisfactorily articulated apparent barriers, challenges, and risks involved in implementation of Rio Conventions. It has also coherently facilitated an important step towards developing capacities in Uganda for an effective national environmental management framework.

Relevant	R
Not Relevant	NR

More specifically the project, directly and indirectly, addresses the following articles under the Conventions: UNFCCC (Articles 4 and 5); CBD (Articles 12, 14, 17, and 26) and UNCCD (9,10, and 16). At TE, evidence showed that the project is very relevant to the Government of Uganda and addressed the highly regarded topic.

Table 5: Relevance of project achievement

Goal/Objective/Outcome	End of Project Status	Relevance	Rating
Project Objective: To strengthen institutional capacity for effective implementation and monitoring of the Rio Conventions in Uganda	8 partnerships mechanisms developed, approved, and implemented at both national and local level	This project has a direct linkage to SDG17 which calls for building, multi-stakeholder partnerships, ensuring policy and institutional coherence as well as data, monitoring and accountability	R
	4 Trainings were conducted and 100% of the target intuitions benefited from the training	This project is a follow-up to Uganda's NCSA, seeking to implement priority cross-cutting capacity development recommendations that were identified in the NCSA Action Plan 46 This project has also helped Uganda in building national and local capacities and making crucial data available to achieve its Sustainable Development Goals (SDGs).	R
	44% of the people involved in the training programmes were women A gender action plan was developed to increase gender	UNDP and GEF require that projects approved from 2014 have a gender analysis and those from 2018 have a gender analysis and action plan	R

Goal/Objective/Outcome	End of Project Status	Relevance	Rating
	participation in project activities		
Outcome 1: Strengthened and elaborated national institutional framework for managing the environment and natural resources	4 Institutional frameworks for environmental management at national level were established	<p>The project importance and linkages to the international and national policy frameworks are evident.</p> <p>This project has partially responded to Uganda's second top priority 'strengthen the policy, legislative, and regulative frameworks and their associated institutional structure, including monitoring and evaluation'</p>	R
	Formal Inter-ministerial cooperation on the implementation of Rio Conventions was established	The project is in line with the NAPA	
	4 Trainings workshops were conducted, and trained technical officers can ably set clear targets and indicators to monitor progress in their execution. They also ably interpret generated data and information	<p>This project built on Uganda's National Biodiversity Strategy and Action Plan</p> <p>The project built on key outputs and initiatives under UNCCD, including the NAP, IDDP, and the Road Map for NAP resource mobilization.</p> <p>The project is aligned with UNDP's⁴⁷ strategic plan for 2014-2017</p>	R
	Only 2 inter-ministerial cooperation protocols on the implementation of Rio Conventions were developed and 3 rd one is under development	Protocols guide appropriate implementation.	
Outcome 2: Technical and management staff sufficiently trained in monitoring and data analysis, and linkage to decision-making processes.	Twelve dialogue meetings were carried, and Technocrats can climate proof all the development projects undertaken by their respective institutions	The project is in line with the United Nations Development Assistant Framework, and the UNDP Country Programme Document 2016-2020.	R
	National dialogues were conducted in quarters in		

Goal/Objective/Outcome	End of Project Status	Relevance	Rating
	2019 and 2020 by both men and women. There is now mainstreaming of Rio Conventions into development plans and budgets		
Outcome 3: An improved national system to manage (i.e., collect, store and access) data and information—that supports monitoring and implementations of Rio Conventions	Established and launched the online database 'Rio Information Systems Uganda' which serves as one stop center for data and information clearing house mechanisms.	This project is a direct linkage to NDPIII 2020/21 – 2024/25, 13: Innovation, technology development and Transfer Programme	R

During the TE key stakeholder's engagement interviews, all expressed gratitude, and highlighted the added value of the project to departmental approaches to implementation of Rio Conventions. They emphasized that an extension or another phase to follow up on the project's main achievement and build on its success to replicate in other districts in Uganda is very critical to national achievement of the obligations under MEAs commitments.

4.3 Effectiveness and efficiency (*)

Effectiveness

The Project has made tangible progress towards the achievements of its overall objective “*strengthen institutional capacity for effective implementation and monitoring of the Rio Conventions in Uganda.*” The Project objective and main outputs have been achieved and most of established targets have been met in the four years. The quality of the results was good, and all project's results were vetted and endorsed by national and international experts. The project's team and consultants were able to provide the needed technical backstopping and develop all outputs during the project implementation. The M&E of the project was undertaken according to UNDP and GEF procedures. The involvement of men and women equally into project activities as well as mainstreaming gender in the project's activities was a remarkable milestone. The Project has managed to leverage 100% of in-kind financial resources inspire the delay in delivery of funds. In a nutshell, generally the project Highly Satisfactory was effective and efficient in achieving overall objective with a high input-output linkage.

Table 6: Effectiveness and efficiency of project achievement

	Project Activity	Effectiveness (TE)	Efficiency (TE)	Overall output Rating	
				Effectiveness	Efficiency
Output 1.1	Undertake a detailed capacity needs assessment among officers in charge, Rio Convention Coordinator, and convention focal points on the Rio Conventions implementation, reporting, and monitoring in Uganda	Assessment conducted	<ul style="list-style-type: none"> Both International and Local Consultant expertise utilized US\$ 300,000 utilized under Outcome 1. US\$ 368,652 in Co-financing Time scope achieved 	HS	HS
	Conduct an institutional analysis of the challenges, barriers, and opportunities in relation to coordination and resources mobilization for the Rio Conventions implementation	Analysis conducted			
	Develop a capacity development plan based on the assessment and present to relevant authorities for validation through peer review of experts and stakeholders	Capacity development plans developed			
	Design the training modules based on the capacity development plan, with focus on resources mobilization, and coordination among Rio Coordinator, Rio Conventions focal points, and stakeholders;	Training modules were designed			
	Implement the designed modules, and document the capacity development progress through the capacity scorecards and events' evaluation	Trainings conducted			
Output 1.2	Conduct in-depth assessment within concerned stakeholders (NEMA, MWE, and MAAIF) and other relevant institutions on their roles pertaining to the implementation of the Rio Conventions	In-depth assessment conducted	<ul style="list-style-type: none"> Both International and Local Consultant expertise utilized US\$ 300,000 utilized under Outcome 1. US\$ 194, 248 in Co-financing Time scope achieved 	HS	HS
	Conduct an institutional analysis of the challenges and barriers for inter-ministerial/ inter-organizational cooperation to manage environmental and relevant data, and monitor Rio Conventions implementation	Analysis conducted			
	Design appropriate inter-ministerial cooperation mechanisms, and define the governance structure, and mandate of the proposed mechanisms to make informed decisions on the global environmental conventions	Appropriate inter-ministerial cooperation mechanisms in place			
	Organize stakeholder consultations to present the proposed mechanisms and to exchange experiences on strengthening available practice for the Rio Conventions implementation	Stakeholder consultations conducted in National dialogue			
	Implement the selected inter-ministerial cooperation mechanisms in close cooperation with all stakeholders				
Output 1.3	Assess the capacity of concerned staff, at the national and district levels, working on the implementation of the Rio conventions, in relation to resources mobilization	Assessment conducted	<ul style="list-style-type: none"> Both International and Local 	HS	HS

	Project Activity	Effectiveness (TE)	Efficiency (TE)	Overall output Rating	
				Effectiveness	Efficiency
	Develop and implement capacity development modules and programmes to enhance the capacity, based on the finding of activity	Training modules were designed, and training conducted	Consultant expertise utilized <ul style="list-style-type: none"> US\$ 300,000 utilized under Outcome 1. US\$ 117,100 in Co-financing Time scope achieved 		
Output 2.1	Assess the national and districts capacity development needs for Rio Conventions monitoring and reporting;	Assessment conducted	Both International and Local Consultant expertise utilized <ul style="list-style-type: none"> US\$ 229,000 utilized under Outcome 2. US\$ 373,852 in Co-financing Time scope achieved 	HS	HS
	Prepare and implement a comprehensive capacity development, based on the results of activity 2.1.1, including targeted training modules for district environmental offices	Training modules were designed, and training conducted			
Output 2.2	Design and undertake awareness-raising activities for decision-makers of global environmental issues, values, and commitments; and	National dialogue conducted	Both International and Local Consultant expertise utilized <ul style="list-style-type: none"> US\$ 229,000 utilized under Outcome 2. US\$ 135,148 in Co-financing Time scope achieved 	HS	HS
	Analyze the progress on activity 2.2.1, document, and disseminate lessons learned, utilizing the Government and UNDP networks at national and global levels	Annual reporting submitted			
Output 3.1	Undertake a comprehensive institutional mapping exercise of existing stakeholders involved in the implementation of the Rio Conventions, and analyze their respective roles and responsibilities, including legal mandates as well as institutional overlaps and/or gaps	Stakeholder institutional mapping conducted	Both International and Local Consultant expertise utilized	HS	HS

	Project Activity	Effectiveness (TE)	Efficiency (TE)	Overall output Rating	
				Effectiveness	Efficiency
	Develop a harmonization plan for the various mandates and operational plans of the relevant agencies to integrate Rio Convention obligations and determine roles and responsibilities pertaining to information sharing	Harmonization plan developed	<ul style="list-style-type: none"> US\$ 229,000 utilized under Outcome 3. US\$ 330,381 in Co-financing Time scope achieved 		
	Identify key databases, pertaining to the Rio Conventions, that need to be linked to the environmental information management system	key databases pointers identified			
	Prepare detailed data collection and sharing mechanism protocols, in line with the Rio Conventions Reporting, to be adopted by the NEMA for an improved Rio Conventions reporting system	Guidelines for data and Information sharing operationalizing the data and information protocol in place			
	Support sub-national teams to benchmark and continuously collect proportionately disaggregated data and conduct a preliminary analysis of this collected data for submission to Rio Conventions focal points	Team visited NEMA Kenya for benchmarking			
	Develop quality control/validation procedures, and identify responsible scientific and institutional correspondents	Quality control/validation procedures developed			
	Support NEMA's team in the strengthening of an environmental information management system and submit for consideration by respective responsible State Committees and Ministries	NEMA's team has been fully supported			
Output 3.2	Develop mechanisms for managing information flows from and to identified sources and accessing data online, through a communication and training strategy	Guidelines for data and Information sharing operationalizing the data and information protocol in place	<ul style="list-style-type: none"> Both International and Local Consultant expertise utilized US\$ 229,000 utilized under Outcome 3. US\$ 89,216 in Co-financing Time scope achieved 	HS	HS
	Organize national stakeholders' meetings to discuss and recommend best practices for sharing environmental data, information, and knowledge;	National dialogue conducted			
	Enhance the capacity of the existed clearing-house mechanism to promote, enable, access, and share of information to support Rio Conventions monitoring and reporting	Trainings conducted			
Output 3.3	Organize and convene workshops at national and districts levels to identify indicators for key thematic areas that address the implementation of the Rio Conventions in line with the National Plans	Workshop	<ul style="list-style-type: none"> Both International and Local Consultant expertise utilized US\$ 229,000 utilized under 	HS	HS
	Develop new and improved indicators- based on the results of activity 3.3.1- to monitor environmental targets and milestones relevant to the Rio Conventions	Trained technical officers can ably set clear targets and indicators to monitor			

	Project Activity	Effectiveness (TE)	Efficiency (TE)	Overall output Rating	
				Effectiveness	Efficiency
		progress in their execution.	Outcome 3. US\$ 184,527 in Co-financing		
	Support activity 3.1.7 for the establishment of databases for spatial, demographic, and economic indicators in the three thematic areas of the Rio Conventions	Established and launched the online database 'Rio Information Systems Uganda'	<ul style="list-style-type: none"> Time scope achieved 		
Output 3.4	Prepare a detailed capacity development plan for the project stakeholders on how to access, use, and interpret the information	Capacity development plan developed	<ul style="list-style-type: none"> Both International and Local Consultant expertise utilized US\$ 229,000 utilized under Outcome 3. US\$ 33,972 in Co-financing Time scope achieved 	HS	HS
	Build the capacities of the project stakeholders (men and women from the government agencies, academia, public, and NGOs) on data access and interpretation for environmental management using modules developed under activity 3.4.1	Trainings conducted			
	Conduct public awareness and dialogues, at the national and district levels, on data and information relevant to the Rio Conventions those are available and readily accessible to support the policy and institutional linkages	National dialogue conducted			

Considering the above-mentioned facts, Effectiveness was rated **Highly Satisfactory**, and Efficiency is rated **Highly Satisfactory**

4.3 Sustainability

Sustainability of project outputs and outcomes is an important consideration in project management. Projects could produce impressive results but if these results cannot be sustained beyond the project lifespan, investing in project implementation will not result in the changes that are envisaged at project inception.

The assessment of progress made towards intended results of the Rio Conventions project has shown that the project has made very good progress towards the goals and objectives set at project inception. The Project Objective of strengthening institutional capacity for effective implementation and monitoring of the Rio Conventions in Uganda was expected to be met through the realization of these three Outcomes, namely: strengthened and elaborated national institutional framework for managing the environment and natural resources; technical and management staff sufficiently trained in monitoring and data analysis, and linkages of these processes to decision-making processes. The achievement of these outcomes would in turn contribute to long term sustainability of the project's objectives.

The Terminal evaluation assessed the likelihood of sustainability of the project's outcomes through the mandated four lenses of Financial Sustainability, environmental sustainability: social sustainability and institutional sustainability.

Financial Sustainability: The Project financial sustainability lies the domestication of the Rio Conventions as well as mainstreaming of the conventions within the NDP3 and District Development Plans. Further still the Project capacitated the partners and stakeholders by training them in proposal writing and resource mobilization. By the time evaluation some districts had already developed bankable proposals

Environmental Sustainability: Project outcomes could not be measured in empirical terms as the project did not support physical projects on the ground. However, the enhancement of capacities for managing and implementing Rio convention provisions will translate into higher levels of understanding of these provisions which will in turn result in higher performances in addressing issues concerning the Rio Conventions across the whole of government. This will result in the realization of the environmental benefits that are aligned to the implementation of the Rio Conventions at national level.

Social Sustainability: Increased capacities and empowerment of local communities through training and access to information will result in improved decision making in relation to the implementation of the Rio Conventions. This will translate into the development of effective projects and programmes in the areas of climate change adaptation and mitigation, management of biodiversity and management of broader environmental goods and services.

Institutional Sustainability: The project established institutional frameworks as already indicated in results as well as contributed to the collection and collation of environmental data which is now being used for policy formulation. Government entities are also better equipped to report to the conventions Secretariats and to participate in negotiations at the various forums organized under the ambits of these conventions. These improvements will result in improved contribution by Uganda to the realization of global environmental benefits.

The Terminal evaluation's determination is that the project's outcomes will be sustainable over the long term. Sustainability is therefore rated **Likely (L)**.

4.4 Country Ownership

Reference to the project document: National Biodiversity Strategy and Action Plan II (NBSAP, 2015-2025); the National Action Plan (NAP); Uganda's Vision 2040; Uganda' Poverty Reduction Strategy Paper (PRSP,2010); National Development Plan II (2015/16 to 2019/20); National Capacity Needs Self-Assessment (NCSA); National Adaptation Plan of Action (NAPA) have been firmed up as functional policy frameworks contributed to by the project outcome.

The Project Document was successful in addressing 11 major capacity constraints and barriers in Uganda at 3 levels (Institutional, organizational, Individual) to implement the Rio Conventions as identified by the NCSA. The project was considered strategic as it helped Uganda in responding to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Precisely, the project facilitated the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors. As noted in TE consultative meetings, Local government officials at the district, before the project did not know that various planned activities were directly linked to Rio Conventions, but with the Knowledge obtained from the capacity trainings, workshops, National Dialogue and benchmarking activities, they can now ably set clear targets and indicators to monitor progress of execution of District Development Plans.

The country ownership is evident in

- The Government's willingness to contribute about US\$750,000 (**71%**) of the total committed project co-financing resources (US\$1,050,000) is a good indicator that the government played an active role.
- The integration of project implementation in the National Implementation Modality
- The strong interest and participation of all the three Rio Conventions focal points (NEMA, MWE, and MAAIF), local governments (Wakiso, Mukono, Buikwe, Kayunga and Jinja districts), and Local Civil Society Organizations CSOs, and CBOs in project's planning, and implementation, mainly from project design, inception, project's implementation meetings, project review meetings, and project steering committee meetings.
- The role played by several government structures both at national and sub national levels well evidences the country ownership of the project hence increasing the likelihood of sustainability, e.g. Involvement of accounting Officers at District Level to support the TWGs and Project Manager.
- NEMA a custodian of the National Environmental Act, No.5. 2019 fully took ownership, and commitment in leading project logical activities with support partnership with other entities.
- The capacity that has been developed under the project shall continue mainstreaming and implementation of Rio Conventions in national planning and development agendas.

4.5 Gender equality and women's empowerment

From onset of the project, gender analysis was conducted, which spilled over to project design, inception, implementation that so development of Gender Action plan in fulfilment of the project requirements (*NB: UNDP and GEF require that projects approved from 2014 have a gender*

analysis and those from 2018 have a gender analysis and action plan¹⁶). Additionally, to section 3.1.9 of this TE report presenting gender responsiveness of project design, project gender inclusiveness has been articulated with such milestones;

- Proposed capacity development project targets: The project's activities in strengthening and developing the needed capacities were aligned to both men and women, at national and sub-national levels, for Rio Conventions and implementation.
- Proposed Project Strategy: The project designed strategy was expected to increase the participation of both concerned men and women in Rio Conventions implementation and monitoring.
- Gender Inclusive project designed outputs: Specific outputs under gender mainstreaming in the Project Document were heightened; Output 1.2 + Output 2.1 + Output 3.1 + Output 3.3
- Fund allocation: Total of 15,140 was allocated to build the capacities of the project stakeholders (both men and women from the government agencies, academia, public, and NGOs) on data access and interpretation for environmental management.
- Formation of TWGs: Women composition in the three TWGs were; FCCC (33%), CBD (25%), CCD (14%). These women technical experts were nominated by their institutions/organisations freely and registered in thematic area of their own choice, also some of them who wished to participate in more than one thematic area were free to do so (*At inception*).
- National Dialogue: MGLSD was recommended to support technical working groups to ensure that all data provided are sex-disaggregated, where possible, and ensure that women and men are presented in the different capacity development activities.
- Conducted trainings: The project ensured gender balance in the various trainings
 - Training on data and information access, analysis and interpretation 43% were women participants
 - Training on resource mobilization 46% were women participants
 - Training on monitoring and reporting and use of information for decision making 46% were women participants
 - Training on climate and disaster risk screening tools 41% were women participants
 - Training on gender mainstreaming was conducted.
- Reporting: Gender mainstreaming progress has also been included in APR.

It is evident at the TE that project activities were implemented with a gender lens, which facilitated women technical officers to ably set clear targets and indicators to monitor progress in their daily execution. Ably collect, analyse, interpret generated data and information, appropriately report and make informed decisions not only in mainstreaming Rio conventions but also linkage to other women empowerment programmes. TE rates the project as gender targeted, basing on the Gender Results Effectiveness Scale (GRES)¹⁷ since most of the results focused on the number of women in the targeted institutions.

4.6 Cross-cutting Issues

5643 project objectives and outcomes were well aligned with UNDP country programme strategies, SDGs, GEF-required global environmental benefits as outlined in global

¹⁶ Guidance to advance gender equality in GEF projects and programs

¹⁷ The Gender Results Effectiveness Scale (GRES): A Methodology Guidance Note

environmental conventions. The project has a significant positive impact crosscutting issue on;

- a) **Transformative and inclusive governance-** *developed inter-ministerial cooperation mechanisms, and defined governance structure, and proposed mechanisms for informed decisions on the global environmental conventions;* this will act as a hinge to planning, managing, and monitoring other related projects.
- b) **Shared prosperity** 'A New Goal for a Changing World'- *Specialized capacity building and skills for over 73 technocrats in proposal writing;* this will seek to foster income growth at institutional level, hence economic growth and equity.
- c) **Human well-being and resilience-***Numerous trainings conducted,* these have equipped various technical officers on managing and reporting of various related projects
- d) **Improved monitoring-** *Developed new and improved indicators- to monitor National environmental targets and milestones relevant to the Rio Conventions;* Same indicators maybe used in aggregative reporting with other projects as their development was replicable.
- e) **Climate change mitigation and adaptation, disaster prevention-** *Established the RioCIS-U;* this will help in mainstream social and environmental sustainability in UNDP Programmes and Projects in Uganda to support sustainable development and achieving standard 2 'Climate Change and Disaster Risks' UNDP Social and Environmental Standards
- f) **Gender inclusiveness-** *the project as gender targeted,* hence its output is aligned to the UNSDCF pillar on health and human well-being, with a focus on promoting, protecting, and fulfilling the gender equality and human rights of people in Uganda in a culturally responsive environment
- g) **Collaboration-** *Co financing and stakeholder involvement,* such project aspirations feed well in other collaborative calls such as 'delivering as one'. This has also scale-up partnership and coordination with the Government partnerships with a broad range of stakeholders at national and subnational levels, such as government ministries, district local government, parliament, agencies, development partners, civil society, media, academia, international financial institutions, and beneficiaries for inclusive programme delivery

4.7 GEF Additionality

At TE, the project composed of quality quantitative and verifiable data demonstrating incremental environmental benefits, with evidence of the sustainable outcomes achieved in creating a more supportive environment as envisaged at the endorsement stage.

Six Areas of GEF's Additionality	
Specific Environmental Additionality	Established the RioCIS-U, open access online system for capturing and sharing of value-added interventions data, past experiences, lessons learnt to achieve the Global Environmental Benefits
Legal/Regulatory Additionality	MoUs were signed, guidelines for data and Information sharing operationalizing the data and information protocol in place and plans developed (Gender Action Plan), these will concretize stakeholders transformational change to environment sustainable regulatory forms.

Institutional Additionality/Governance additionality	Established an Inter-ministerial Coordination Committee for the Rios and other MEAs (NTSC) which provides quality assurance and cooperation functions like joint implementation of interventions. This will provide support to the existing institution to transform into efficient/sustainable environment manner.
Financial Additionality	A total of US\$ 1,950,000 (US\$ 1,050,000 GEF funded, and US\$ 900,000 co-financed) which has transformed the project with national/local benefits into one with global environmental benefits. Further still the Project capacitated the partners and stakeholders by training them in proposal writing and resource mobilization
Socio-Economic Additionality	With partnership MoUs, plans, training modules in place, all the technical officers, local and National technocrats have been equipped to help their institutions, people they are serving improve their livelihood and social benefits thorough GEF activities. For example, the gender action plan addresses specifically peculiar issues of gender involvement and inclusion in the implementation of Rio Convention in Uganda
Innovation Additionality	Numerous trainings, workshops, and national dialogues were conducted to provide efficient/sustainable knowledge to overcome the existing social norm/barrier/practice for making a bankable streamline of Rio Convention in Uganda. For example, by the time evaluation some districts had already developed bankable innovative proposals

4.8 Catalytic/Replication Effect

Multi stakeholder engagement; Technical Capacity Building; Joint implementation of project activities and integration of project activities; Gender analysis training was impactful; Clearing House Mechanism; Specialized capacity building and skills ; Domestication of RIO Conventions into the NDP III; Routine communication and project reporting; Embracing and full involvement of Non-State Actor; Development of Disaster Risk Screening and analysis Tools; Partnership enhancement through signed MoU; and Adoption of Online project implementation are part of the project lessons learned, and best practices that have attributed to achievement of its outcomes, contingent on specific local context that can be scalability or replicated.

4.9 Progress to Impact

Long-term impact of the project is evident with project achievements towards outlined project's Theory of Change drivers as presented below;

- | | |
|-----|---|
| | <u>Project's Theory of Change drivers</u> |
| i. | Successful implementation of Rio Conventions supported by proper institutional inter-ministerial mechanisms, enhanced capacity, and awareness-raising |
| ii. | Strengthened districts with institutional capacity for effecting data collection to support conventions reporting's and monitoring coherently |

Benchmark to the fact that, before project implementation, all the 3 focal points, individually planed and managed programmes or projects, however for this specific project all the 3 were brought together for better coordination, linkage and partnership. This was trickled down to local

government level and CSOs, that have strengthened partnerships and commitment which pave way to suitable approaches and innovations

In strengthening the capacity of governments' officials, the inter-ministerial mechanisms, concerned staffs, and civil society to demand access to information in the country, the project adds impetus to the commitment Uganda has made to ensuring that monitoring and reporting of Rio Conventions become permanent elements of the State's environmental obligation.

The project has strengthened the institutionalization of the three levels of expertise necessary in relation to natural resources management

The training modules developed under the three Rio Conventions have been mainstreamed into the regular capacity development programmes for the government agencies, civil society organizations and related programmes and projects and training curricula of key public training institutes. This is expected to result in long-lasting environmental and socio-economic impacts in the country. Further, enhanced collaboration in natural resources management will be institutionalized.

Project's Theory of Change drivers

- iii. An established data collection and internal clearing house systems put in place to support RIO Conventions monitoring and reporting
- iv. Use of technologies in data collection, analysis and exchange mechanisms

The online database 'Rio Convention Information Systems Uganda' that was established and launched which serves as a one stop center for data to all key stakeholder especially: the three Rio Conventions focal points (NEMA, MWE, and MAAIF) in aligning UNCBD, UNFCCC and UNCCD indicators in strategic planning; local governments (Wakiso, Mukono, Buikwe, Kayunga and Jinja districts) in collection and input of raw data from vast geographical scope; and Local CSOs, and CBOs in coloration of data. Sustainably, all technical personnel at the three levels have acquired Knowledge and skill in database usage, information clearing house mechanisms should be maintained and financed.

5. CONCLUSIONS, LESSONS LEARNT AND RECOMMENDATIONS

5.1 Main Findings

Despite the global COVID19 pandemic the project **achieved all its 9 outputs and 3 outcomes**. **Effective project management and commitment** from all key stakeholders has successfully aided achievement of project objectives. The project has successfully and effectively mobilized all key stakeholders whose participation in, ownership of contribution and commitment towards the project has resulted in building a strong foundation for the sustainability of project results beyond the project lifespan.

Institutional capacity for the implementation of the Rio Conventions has also been built through targeted information sharing activities **where twelve (12) dialogue meetings** were convened over the project implementation period. Training was also used as a specific capacity building approach with more training workshops involving stakeholders from most relevant sectors in Uganda from national to district level. In addition to enhancing the understanding of the relevance of the Rio Conventions to the different sectors of the economy, these training sessions also promoted the mainstreaming of environmental concerns into all levels of development planning. The National Planning Agency, which is the apex planning institution in the country, has adopted **mainstreaming of environmental considerations into national planning processes**. Mainstreaming has also been made to permeate the National and District Development Planning processes thereby laying strong foundations for sustainability in the development process in Uganda. ***The capacity at baseline was 57% and later after project implementation it has increased to 86 %.***

The placing of the Project Management Unit within the structures of NEMA **facilitated the coordination of the operations** of key governmental and non-governmental institutions and organizations. Notable government agencies which are now collaborating as a matter of course include the MWE, NEMA and the MAAIF. The creation of partnerships involving these agencies has **resulted in increased and more effective coordination among** all relevant institutions in the implementation of the three Rio Conventions. The barrier of institutional isolation of lack of coordination in the implementation of environmental programmes was thus effectively dealt with through this approach.

NEMA also **established the Rio Conventions Information Systems Uganda**, an online environmental information database which serves as a one stop clearing house for information sharing. **Environmental data is now readily accessible** from this portal for use in various aspects of local and national development planning.

The clear M&E plan that was developed with support from the **project has been adopted by participating institutions** as an effective way of tracking project and programme implementation which **facilitates early detection of variations** from set procedures and the adoption of corrective measures.

The **project framework matrix** was sound with appropriate linkages among all the project elements (problem being addressed, project objectives and outcomes, as well as outputs and specific activities). This was facilitated by the **very comprehensive situational** analysis that was conducted as part of project design.

The project was gender sensitive (GRES), with its focus on the number of women participants that attended various project related activities throughout the project implementation period. Gender focussed training strengthened women decision making and participation in programmes supported under the areas of focus of the three conventions. **The inclusion of women in most programmes promoted joint ownership and control over resources allocated** for

implementation of Rio conventions.

A standout feature which has contributed to the successful implementation of the project was its alignment with government strategies and those of the institutions that provided resources that were used in project execution. It is **therefore likely that project results will be sustainable beyond the project's lifespan**. This has positive implications for the successful implementation of environmental projects and programmes as well as for sustainability of the development effort in Uganda.

With specific reference to Uganda's obligations in terms of the Rio Conventions, **the project has invested in capacity enhancement for implementation of the provisions of these international instruments from the national level to the local level**. Most developing countries struggle with interpreting the provisions and utility of the Multilateral Environmental Agreements which they have signed. The **mainstreaming of environmental considerations into the different sectoral development activities and programmes has assisted in "demystifying"** these high-sounding agreements among most Ugandans as they now understand the linkages between their development aspirations and sustainable management of natural resources. Although no specific activities were implemented on the ground in the pilot districts of Uganda, most stakeholders that were consulted during the TE now understand the inextricable linkages between environmental conservation and the enhancement and sustainable development of livelihoods of those **sections of the population that survives on the exploitation of environmental goods and services**. **The call was made that the results of the project should be scaled up to cover the rest of the country and provide for the achievement of national development goals and aspiration** within the global framework of sustainable development.

Based on the project strengths and gaps presented in various sections of this report, the TE team concluded that the project under review was successfully implemented and has yielded several lessons which will be useful in future national and UNDP programming. A set of evidence-based recommendations are also presented in this section.

5.2 Corrective actions for the design, implementation, monitoring and evaluation of the project

- 1) Mid Term targets were set under the project result framework in the project document; however, **midterm review was not conducted**. From design onset, MTR should be considered for such projects to allow strategic focus on their achievement.
- 2) Incorporate in the developed training module, **Training of Trainers (ToT)** programs. Training on the use of climate screening tools was a ToT, for example, 11 of the trainees were subjected to a mock interview by technocrats from the World Bank Group to be certified and they all passed as certified National ToTs. It should be noted that the programme targeted institutions mainly focusing on representative departments such as natural resources at district level; however community-based leadership is spearheaded by political leaders in Uganda (LC5, LC3, and LC1). To achieve tranquillity of Rio Conventions at grass route level, Knowledge acquired by the cited officers must be passed on to the lowest level (Community having a day-to-day interface with challenges of climate change, deforestation, biodiversity alteration, etc).
- 3) **Timely approved budget lines** may be used against delayed disbursement of funds to facilitate project implementation. The main challenge faced from onset of project implementation was delayed funding of project activities which had an impact on the project critical path, where activities planned for implementation in one quarter ended up being shifted to another quarter.

Actions to follow up or reinforce initial benefits from the project

1. Capacity building and training initiatives: these may be in form of refresher courses basis on the developed modules and extension of such initiatives to other government stakeholder agencies and funded programmes or projects. Noted from stakeholder engagement was inclusiveness of only 5/135 districts in Uganda, hence coding off the raw data collected at district level insignificant in the Rio Information Systems Uganda. At level of piloting, the objective was achieved, however at National level output, a knowledge gap constrain still stands (NCSA), hence the need of wider capacity development.
2. NEMA's coordination and integration of RIO Convention aspects and issues into the Environmental Information Network (EIN). Support still needs to be awarded to NEMA in coordination with other 2 focal points through established frameworks and protocols to maintaining the Rio Information Systems Uganda. In other words, all focal point should allocate a budget line to post project alignment and commitment.
3. Established institutional frameworks e.g. Inter-ministerial committee and MDA Focal Point Persons as well as use of government MDAs and local government structures and systems. Project management was established on existing institutional management frameworks, this aided linkage of roles and responsibilities to various indicator attainment. It is therefore imperative for post project continuity to hinge on these elements for sustainability. Key to permanence is a budget line under UNDP country office with having regular planned stakeholder engagements follow-ups with the committees and MDA focal point persons
4. Legal support by NEMA at the RIO Conventions negotiations and implementation both at national and international levels. Noticeable is the updated NEA (2019) and other regulations of 2020, these have spurred a change in environmental and natural resource management, through which policies, programmes, plans, projects are being realigned in compliance. Legal articulation of various section of the law into the cited, is key for consistent and integral synergy with Uganda's commitments, SDGs, and international aspirations.
5. Mainstreaming of Rio Conventions into NDPIII and DDPs as well as use of government MDAs and local government structures and systems should be realized by ensuring the plans are adhered to. Vital to key outputs of the project was capacity building of all targeted stakeholders in development of appropriate, practical and SMART indicators. Reason to this was, these are the key planning entities that streamline Rio Conventions commitments through aggregative indicator factoring from District to National plans.
6. Established CHM and developed RIO Tools and Apps/Web portal system for screening and information sharing. Having a Rio Information Systems Uganda is one step, feeding it, maintaining it and implementation of data sharing protocols are the success indicating factors.
7. Gender Strategy and Action Plan implementation followed up. In spite the fact that the project achieved rating of Gender targeted, post project should target to achieve; Gender responsive rating where results address the differential needs of both men and women and focus on the equitable distribution of benefits, resources, status and rights; OR Gender transformation where results contribute to change in norms, cultural values and power structure. Having a plan is first step and implementing it with success factors is a leveraging milestone.
8. Public awareness creation through media and trainings to be emphasized. In spite the project's success factor hinged on vast stakeholder involvement mainly through national dialogues, the nation at large mainly the community needs to understand Rio conventions, simplified to day-to-day activity inputs and outputs. This can only be achieved through utilization of media platforms, community outreaches, trainings, higher institutional collaborations, etc.
9. It is necessary to consider replication of the best practices beyond the project districts (Wakiso, Mukono, Buikwe, Kayunga and Jinja districts). All focal points were not only implementing this project but also running other programmes/ projects concurrently or planning to do so.

5.3 Lessons Learnt and Recommendations

5.3.1 Lessons Learnt

Several lessons have been picked from the design, management and implementation of the project and these include:

1. Multi stakeholder engagement promotes synergies and enhances coordination as opposed to working in silos. Working through partnerships with other government entities and harnessing local capacity is critical for project success as it stimulates ownership and facilitate resource mobilization as the case been under the co-funding arrangements of this project. This was evidenced signed co- financing commitment letters.
2. Technical Capacity Building Approach to national and sub national local government levels enhances institutional ability to sustainably implement aspects of RIO Conventions beyond the project. In conformity with the Public Service Training Policy (2006) and the National Local Government Capacity Building Policy, the project was able to attain principles, including: Both demand and supply driven capacity building; Well planned, rather than ad-hoc training and capacity building activities; Addressing a balanced mix of individual and institutional needs; A balanced mix of qualifications and job performance; and A balanced mix of theory and practice.
3. Aspects of RIO Conventions are boundary-less hence need for linkages and coordination with regional established RIO frameworks and initiatives. These issues can be addressed more effectively on a regional basis, and often require multilateral agreements. Requirement to the formulation of sustainable development strategies must take explicit account of the regional dimension since cross-sectoral mainstreaming into local, national, regional policies and plans is a critical challenge but linkages and coordination with regional established RIO frameworks and initiatives provides a shared regional vision and identifies common interests.
4. Joint implementation of project activities and integration of project activities by the stakeholders through developed centralized information sharing facilitates effective coordination as well as leading to the realization of more project results and achievements.
5. Joint M&E of project progress on the ground enables gaps to be easily and timely identified. Reason to this, is joint agreement to outcomes, joint selection of baseline and key performance indicators, selection of result targets, acceptance of monitoring results and ably suing the findings.
6. Capacity Needs Assessment helps to synergize areas that RIO project needed for harmonized implementation, M&E/reporting, information sharing and common negotiation strategy. Team determined that, while learning by doing and piloting were valid means for capacity building and contributed to the three Rio Conventions implementation in practice (UNCBD, UNFCCC and UNCCD), an embedded national learning process is needed to support the transformative results desired, specifically to other 130 districts in Uganda. In particular, wide institutional capacities will need to be strengthened to support integrated planning at the national and subnational level. Although awareness of the three Rio Conventions and mainstreaming them and environmental considerations into the day-to-day stakeholders planning has increased through separate activities, the efforts to strengthen the knowledge and capacities systematically can be more effective than following a generic or non-targeted approach to capacity and awareness-raising activities.
7. Gender analysis training was impactful. UNDP recognizes that gender equality and the empowerment of women are key to achieving inclusive and sustainable development, including such commitments under RIO conventions. Project led understanding of the relationships between men and women, their access to resources, their activities, and the constraints they face relative to each other, recognized that gender is important in understanding the different patterns of involvement, behavior and activities that women and men have in economic, social and legal structures more so for mainstreaming of Rio conventions in Uganda.

5.3.2 Best Practices

Several practices as result of the design, management, and implementation as well as specific activities have been identified which will enhance the project sustainability. Notable best practices include;

1. Multi-stakeholder engagement – Government, NGOs, Academia, Private sector etc. The project core achievement was comprehensive and constant consultation and involvement of stakeholders at all stage; Project design (Stakeholder workshop - Kampala, December 2016), Inception (Inception workshop- Ridah Hotel, December 2017), Implementation (4 training workshops and 12 National Dialogues, 4 years), TE (Consultative- Ridah Hotel, October 2021). Evidently stakeholders, perception of Rio Conventions has transformed positively with significant linkage to day-to-day activities, Knowledge gaining and ownership. COVID19 was a test to engagements but project adaptability with technological utilization (Online meetings) vividly sustained it.
2. Clearing House Mechanism (CHM) Information Management System acting as a Non-Stop Centre with identification of common RIO indicators which are jointly monitored. Focus to this was stakeholder inclusiveness from identification of information challenges, opportunities, weakness, and strengths of current status quo to logical development of the online database with consultant expertise, to launching it and development of sharing protocols. CHM sustainability was hinged on inclusiveness, capacity development and commitment from all to having a workable system.
3. Specialized capacity building and skills enhancement erg evidently staff were empowered in development of proposals, databases, and data management, which helps local governments in resource mobilization. Citation from one of TE stakeholder engagements, *“Previously we could only be waiting for consultants to develop proposals for the district, but thanks be to this project, I have written my first proposal and await refinement, ready to seek for funds. Secondly benchmark to knowledge obtained from database development, am in the process of developing a database that will help the district in industrial pollution monitoring. Personally, I have started realizing the fruits of this project and am committed to my institution to reaping the same”*
4. Study Tour to NEMA Kenya for RIO data management and monitoring benchmarking purposes. *“Most projects trainings only show case studies in power point presentations (PPT); however, this project PPT case study as presented by consultants was deemed theoretical, practical and first-hand information was obtained from the field, when we engaged with NEMA Kenya. Lessons were learnt and Best and worst practices were captured from parallel colloques from Kenya. Noticeably was the inclusion of local government representatives in the tour which has never been the case with other previous programmes/ project”* cited from one of TE stakeholder engagements. The tour enabled the targeted stakeholders from obtaining different perceptions on how to articulate Rio convention issues from planning, designing, implementation, reporting and monitoring and also the need of working together by all sectors.
5. Domestication of RIO Conventions into the NDPIII, National and Local Government strategies and policies/plans. Evidently basis on capacity building by this project, local government staff have ably learnt how to develop SMART indicators that have been feed into the DDPs hence integrated into the NDPIII
6. Routine communication and project reporting from project management levels has encouraged project improvement implementation measures. Pm was fully supported by TWG, and had timely reporting to UNDP, this helped in improved planning and way forwards.
7. Enhanced skills and capacity building strategies by utilization of the technical government and Local Government officers in delivering project activities such as Trainings/Capacity Building hence enhancing sustainability as well as efficiency gains as opposed to over utilization of external consultants.
8. Embracing and full involvement of Non-State Actors/NGOs as well as bringing private

sector on board hence Public Private Partnership model promoted. This vastly enabled the project to tap into a wider knowledge bases (not only from consultants), experience and commitments.

9. Development of Disaster Risk Screening and analysis Tools for utilization by the District Local Governments. The tools are designed to help the district screen for climate and disaster risks at the early stages of project design, using integrated local and national-specific data, and online reference resources for disaster and climate resilient development. The tools assist in the development of planning processes that identify the severity of the potential risks to projects of various scales; ranging from national plans to individual project investments; and helps stimulate thinking towards developing enhanced resilience opportunities as well as potential risks to climate change.
10. Partnership enhancement through signed MoU with district local governments. During project tenure, MoU for protocols for collaboration in implementation of Rio conventions in Uganda was signed with; NEMA, OPM, MWE, MAAIF, NFA, UWA, UNMA, NARO and DEM of MAK aimed at: Establishing formal collaboration mechanism for data acquisition and information sharing among the Rio Conventions focal points for effective reporting; Facilitate fulfilment of the reporting requirements under the Rio Conventions; Put in place arrangements between the parties to participate in and to implement Rio Conventions Information System in line with obligations of the CBD, UNFCCC and UNCCD. Also, MoUs with the Wakiso, Mukono, Buikwe, Kayunga and Jinja district were signed sealing a good commitment foundation with local government. This aimed to: foster close collaboration; facilitate the joint identification of programmes in the areas covered by the partnership; enhance knowledge sharing with a view to fostering improved co-ordination and synergies in the field, and to help support best practice; build on each other's' comparative advantage, particularly to advance development effectiveness of the actions of institutions.
11. Adoption of Online project implementation as a mitigating strategy against COVID-19. The outbreak of coronavirus (COVID-19) presented projects around the world, including 9335 GEF Project, with new challenges, circumstances and uncertainties. Restrictive measures against COVID-19 prevented project stakeholder engagements (Training, Consultations, and Workshops) from taking place as normal face-to-face, however, as a coping mechanism by the project online sessions were held that harnessed same inclusive attributes.

5.3.3 Recommendations

The TE of the Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda Project concluded that the project has been successfully implemented with the project objective having been met. The evaluation team recommends the following actions to ensure that the achievements of the project can be enhanced and sustained beyond the project's lifespan.

The three Rio Conventions were adopted at a time when there was need for focus on issues pertaining to biodiversity loss, increased desertification, and the growing phenomenon of climate change. While a lot has been learned from the implementation of programmes and dialogues held under each of these Conventions over the years, there is increasing understanding of the inter-relatedness of the resources and processes targeted by these conventions. Human survival is based upon the exploitation of biodiversity which is under increased threat of destruction due to human activity and the impacts of climate change. Despite this, the global community continues to manage biodiversity, the stock of natural resources and climate variability and change as separate areas of intervention. The project under review has demonstrated that there is utility in the implementation of projects and programmes under these Conventions in a synergistic manner.

Recommendation 1: *NEMA and related agencies in the Government of Uganda to develop a Policy Paper highlighting the need to develop an approach to development that recognizes the intricate linkages across the three Conventions and how development planning should be guided*

by the synergistic implementation of these and related Conventions.

The training and dialogue sessions funded under the project have resulted in enhanced understanding of the importance of sustainable management of natural resources impacts on the livelihoods of rural communities in Uganda. This understanding needs to be supported by practical demonstrations at local community level.

Recommendation 2: *The Government of Uganda should develop a successor program with wider national outlook and representation which should go beyond the software project approach and start implementing more widespread programmes that are developed based on the successes scored under this project. The development of this successor project should include a comprehensive Resource Mobilization and Communication Strategy for use in disseminating results and lessons from the new project/programme.*

The Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda Project, like so many other UNDP supported GEF funded projects before it, was implemented at national level. Even though Project Management acknowledged the need to learn from experiences from other countries in the region as they implemented the project, the project yielded Uganda specific results which do not recognize the integrity of ecosystems.

Recommendation 3: *UNDP-Uganda-CO to work with the UNDP Regional Service Centre to develop Regional multi-country, ecosystem-based programmes that test the application of the provisions of the Rio Conventions for broader trans boundary and regional environmental benefits.*

Capacity building is a “continuous process” which should be integrated into other sectors of the economy beyond agriculture. Other sectors which should be addressed include industry, education especially tailored to Universities and health.

Recommendation 4: *NEMA to develop a continuing Rio Conventions capacity building initiative covering all relevant sectors of the economy which were not included in the pilot project. Industry, Health and Education are specific sectors that should be targeted as additional sectors in under the new project/programme. The Clearing House Mechanism and web portal developed under the current project should continue to be used for data gathering and management under the new initiative.*

6. ANNEXES

Annex 1: Terms of Reference with annexes

- Annex A: Project Logical/Results Framework
- Annex B: Project Information Package to be reviewed by TE team
- Annex C: Content of the TE report
- Annex D: Evaluation Criteria Matrix template
- Annex E: UNEG Code of Conduct for Evaluators
- Annex F: TE Rating Scales
- Annex G: TE Report Clearance Form
- Annex H: TE Audit Trail

BASIC CONTRACT INFORMATION

Location: UNDP Kampala
Application Deadline: 30th June 2021
Type of contract: Individual Contract (IC)
Assignment type: TE International Consultant
Languages required: English
Starting date: 19th July
Duration of Initial Contract: 27 working days
Expected Duration of Assignment: July – November 2021 (27 working days)

BACKGROUND INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled “Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda” (PIMS #5643) implemented through the National Environment Management Authority of Uganda. The project started on the 01st November 2017 and is in its 4th year of implementation. The TE process follows the guidance outlined in the document ‘[Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)’.

PROJECT DESCRIPTION

The project is designed to the project’s strategy emphasizes a long-term approach to institutionalizing capacities to meet Rio Conventions obligations through a set of activities that form the foundation for effective decision-making and policy making regarding global environmental benefits. Three outcomes of the project include 1) Strengthened and elaborated national institutional framework for managing the environment and natural resources 2) Technical and management staff sufficiently trained in monitoring and data analysis, and linkage to decision-making processes.; 3) An improved national system to manage (i.e. collect, store, and access) data and information that supports monitoring and implementations of Rio Conventions.

The project goal is to strengthen institutional capacity for Rio Conventions implementation and environmental data and information management in Uganda, in order to improve the reporting process to the Rio Conventions and ensure sustainable development through better design and enforcement of environmental policy. The project’s strategy emphasizes a long-term approach to institutionalizing capacities to meet Rio Conventions obligations through a set of activities that form the foundation for effective decision-making and policy making regarding global environmental benefits. Specifically, the project is implemented through two components, namely, establishing a

national institutional framework for environmental management, and development of coordinated information and data management system. Active participation of stakeholder representatives in the project life cycle facilitates the strategic implementation of project activities, mainly at the district level, in line with project objectives. Moreover, the inclusion of different stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project outcomes.

With 900,000.00 US\$ from the GEF, the MEAs will have a total volume of 1.950 million US\$. Co-financing is provided by Ugandan institutions and UNDP in-kind (National Environment Management Authority 275,000.00 USD, UNDP 200,000.00 USD) Ministry of Water and Environment (MWE) 200,000.00 USD, Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) 150,000.00 USD, recipient District Local Governments 125,000.00 USD, Civil Society Organizations (CSOs) at local level 100,000.00)

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the project “Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda)” (PIMS# 5643)

The project is executed by the UNDP and NEMA in cooperation with other government and non-government institutions including five local governments. The Main project partners are the Ministry of Water and Environment, Ministry of Agriculture, Animal Industry and Fisheries, the pilot district local governments of Wakiso, Mukono, Buikwe, Kayunga and Jinja, and the local Civil Society Organizations.

The project is aligned with the Sustainable Development Goals (SDGs) this project contributes to the following Sustainable Development Goal (s):

Goal 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

TE PURPOSE

The TE report will assess the achievement of project results against what was planned and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The TE will be conducted according to the guidelines, rules, and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

DUTIES AND RESPONSIBILITY

TE APPROACH AND METHODOLOGY

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

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials

that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

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

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to representatives of the Ministry of Water and Environmental, Ministry Agriculture, Animal Industry and Fisheries, Ministry of Local Government, Makerere University Department of Environmental Management, Nature Uganda, Environmental Alert and Action Coalition for Development and Environment, Pilot district local governments of Wakiso, Mukono, Kayunga, Buikwe and Jinja. Project Board, project beneficiaries, academia, local government and CSOs, etc. No requirements for field visits since there were no local interventions.

The national TE consultant is expected to work-with international TE consultant during the field mission to Uganda. Interviews will be held with the following organizations and individuals at a minimum: Ministry of Water and Environmental, Ministry Agriculture, Animal Industry and Fisheries, Ministry of Local Government, Makerere University Department of Environmental Management, Nature Uganda, Environmental Alert and Action Coalition for Development and Environment, Pilot district local governments of Wakiso, Mukono, Kayunga, Buikwe and Jinja and UNDP Uganda Country Office. In case of travel restriction to Uganda due to the COVID-19 crisis, the interviewees will be held by national TE consultant only or will be held remotely.

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

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

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

DETAILED SCOPE OF THE TE

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

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

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

Findings

i. Project Design/Formulation

- National priorities and country driven ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionally

- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

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

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

EXPECTED OUTPUTS AND DELIVERABLES

The TE consultant/team shall prepare and submit:

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception	TE team clarifies	06 August 2021	TE team submits

	Report	objectives, methodology and timing of the TE		Inception Report to UNDP Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: 18 August 2021	TE team presents to UNDP Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR.	Within 3 weeks of end of TE mission: 24 September 2021	TE team submits to UNDP Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report	Within 1 week of receiving comments on draft report: 15 October 2021	TE team submits both documents to the UNDP Commissioning Unit

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

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

NOTE: Flexibility and delays should be included in the timeframe for the TE, with additional time for implementing the TE virtually recognizing possible delays in accessing stakeholder groups due to COVID-19. Consideration may be given to a time contingency should the evaluation be delayed in any way due to COVID-19.

TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Uganda Country Office.

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

TIMEFRAME

The total duration of the TE will be approximately 27 working days over a time period of 16 weeks starting on 19 July 2021 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

Timeframe	Activity
15 June 2021	Application closes
22 June 2021	Selection of TE team
15 July 2021	Preparation period for TE team (handover of documentation)
30 July 2021 (4 days)	Document review and preparation of TE Inception Report
15 August 2021 (2 days)	Finalization and Validation of TE Inception Report; latest

	start of TE mission
16 August – 21 August 2021 (10 days)	TE mission: stakeholder meetings, interviews, etc.
06 September 2021	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
13 September 2021 (6 days)	Preparation and submission of draft TE report
21 – 30 September 2021	Circulation of draft TE report for comments
01 - 05 September 2021 (2 days)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
18 October 2021	Expected date of full TE completion. Submission of final report and supporting documentation
27 October 2021	Preparation and Issuance of Management Response

DUTY STATION

Travel:

- International travel **might** not be possible for the team leader given the current situation with the COVID-19 pandemic and travel restriction imposed by number of countries in the region and globally;
- In case of travel, the BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

TE TEAM COMPOSITION AND REQUIRED QUALIFICATIONS

A team of two independent evaluators will conduct the TE – one team leader/ International Consultant (with experience and exposure to projects and evaluations in other regions) and one national team expert. The team leader will be responsible for the overall design and writing of the TE report. The National consultant is expected to work under the supervision of the Team Leader.

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

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

Education

- Master's degree in in environment/forestry/agriculture/process engineering or economy or other closely related field;

Experience

- Recent experience with results-based management evaluation methodologies;

- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to biodiversity, climate change and land degradation;
- Experience in evaluating projects;
- Experience working in Africa;
- Experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and biodiversity, climate change and land degradation; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;

Language

- Fluency in written and spoken English.

EVALUATOR ETHICS

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

PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval of the Commissioning Unit.
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit.
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail.

Criteria for issuing the final payment of 40%:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances

beyond his/her control.

APPLICATION PROCESS

SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

Financial Proposal:

- Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all cost (professional fees, travel costs, living allowances etc.)
- The lump sum is fixed regardless of changes in the cost components.

RECOMMENDED PRESENTATION OF PROPOSAL:

1. **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
2. **CV** and a **Personal History Form (P11 form)**;
3. Brief description of **approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
4. **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel-related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application should be submitted by email to procurement.ug@undp.org and with the subject name “**Consultant for Terminal Evaluation of Strengthening Institutional Capacity for Effective Implementation of Rio Conservation in Uganda**” no later than **15th June, 2021 (5pm - Uganda Time)**. Any request for clarification must be sent by standard electronic communication to procurement.ug@undp.org. Incomplete applications will be excluded from further consideration.

CRITERIA FOR THE SELECTION OF THE BEST OFFER

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

ANNEXES TO THE TOR

- Annex A: Project Logical/Results Framework
- Annex B: Project Information Package to be reviewed by TE team
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ANNEX A: PROJECT LOGICAL FRAMEWORK

UPDATED LOGFRAME BASED ON RECOMMENDATIONS FROM INCEPTION WORKSHOP AND INCEPTION REPORT

During Project inception, it was recommended that **Indicator 1:** (Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals, and waste at national and /or subnational level, disaggregated by partnership type, be merged with some targets of indicator 4 (4 inter-ministerial cooperation protocols on the implementation of Rio Conventions are in place, tested and adopted by the State agencies). This was due to the relationships of their intentions and also to avoid very many partnerships which might be hard to implement.

Suggested changes were elaborated in the Inception report and summarized in the table below.

Project Results Framework					
This project will contribute to the following Sustainable Development Goal (s):					
Goal 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.					
Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.					
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:					
<i>UNDAF 2016-2020: Outcome 3.1. Natural Resource Management and Climate Change resilience: By end 2020, Natural resources management and energy access are gender responsive, effective, and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.</i>					
<i>UNDAF 2016-2020: Outcome 1.3. Institutional Development, Transparency, and Accountability: By end 2020, targeted public institutions and Public-Private</i>					
<i>Partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence seeking supported by a strategic evaluation function; and with Uganda's population enforcing a culture of mutual accountability, transparency, and integrity.</i>					
<i>UNDP's Country Programme Document (2016-2020): "to strengthen natural resources management and resilience to climate change and disaster risks, while expanding livelihood and employment opportunities for excluded groups".</i>					
This project will be linked to the following output of the UNDP Strategic Plan:					
Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals, and waste.					
Project Objective: To	Objective and Outcome Indicator	Baseline	Mid-Term Target	End of Project Target	Assumptions

strengthen institutional capacity for effective implementation and monitoring of the Rio Conventions in Uganda	Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals, and waste at national and /or subnational level, disaggregated by partnership type.	Currently, there are no (Zero) effective partnership mechanisms in place	3 partnership mechanisms	4 partnership mechanisms developed, approved, and implemented.	Proposed partnership mechanisms are approved and politically supported by the State agencies.
	Indicator 2: % of institutions and stakeholders trained on how to use different tools available to manage information.	Very limited institutional capacities (Less than 50%) to collect, analyse, share and monitor data at national and district levels.	75% of institutions and the concerned staff at national and district levels	100% of the targeted institutions and the staffs receive timely and professional training. At least 30% of the people involved in the training programmes are women.	The project will be executed in a transparent, holistic, adaptive, and collaborative manner. Concerned staff to be involved in the capacity development programmes.
Outcome 1: Strengthened and elaborated national Institutional framework for managing the environment and natural resources	Indicator 3: Number of established and approved institutional frameworks for environmental management at national level	There are currently no and /or fragmented and individualized frameworks for environmental management	2 Draft institutional frameworks for management of the environment and natural resources, in acceptance by government representatives and other stakeholder representatives. Rio	2 Proposed Institutional frameworks are approved and implemented.	The project will be executed in a transparent, holistic, adaptive, and collaborative manner. The concerned States Departments in Uganda will approve the proposed frameworks.

			Conventions focal points will document references to MEA Coordination Unit show an improvement in institutional responses to monitoring and implementation of the Rio Conventions		
	Indicator 4: Existence of inter-ministerial cooperation on the implementation of Rio Conventions	There is little inter-ministerial/Agencies coordination on the implementation of Rio Conventions.	Inter-ministerial cooperation on the implementation of Rio Conventions (Partial), 4 training workshops per year, for technical staff, decision-makers, and key stakeholders. 4 inter-ministerial cooperation protocols developed,	Formal Inter-ministerial cooperation on the implementation of Rio Conventions in place. Specifically, Satisfactory trainees' evaluation of the implementation of the proposed inter-ministerial cooperation protocols. N/A (integrate the partnership indicator/target 1 in	Institutional reforms and modifications recommended by the project are political, technically, and financially feasible and approved by the States Agencies. Not applicable
Outcome 2 Technical and management staff sufficiently trained in monitoring and data analysis,	Indicator 5: Existence of institutional and technical capacities to create knowledge and monitor the implementation of	Institutional capacities for managing the Rio Conventions are piecemeal and takes place through Rio	Institutional and technical capacities to create knowledge and monitor the implementation of Rio Conventions (Partial).	Institutional and technical capacities to create knowledge and monitor the implementation of Rio Conventions in place Annual dialogues involving	Government staff and nongovernmental stakeholder representatives are actively engaged in the project

and linkage to decision-making processes.	Rio Conventions	Convention-specific projects	Annual dialogues involving men and women held by quarters 3, 6, 9, 12. Capacities of at least 4 institutions and 75 (females and males) are enhanced	men and women held by quarters 4,7,10, 13. Capacities of at least 4 institutions and 150 (females and males) are enhanced. At least 30% of the staff trained are women.	
Outcome 3 An improved national system to manage (i.e. collect, store and access) data and information—that supports monitoring and implementation s of Rio Conventions	Indicator 6: Existence of environmental information management and decisions support system for improved implementation and monitoring of the Rio Conventions.	Most the environmental data are available separately but not accessible to end-users in a comprehensive way. There are several systems for environmental data collection, analysis, and sharing pertaining, but are not all unified and data are not easily accessible	A unified system for monitoring the implementation of Rio Conventions and reporting on them is proposed and designed.	A unified system for monitoring the implementation of Rio Conventions and reporting on them is established and operational.	The right representation from the various government ministries, departments, and agencies participate in project activities Cooperation from different agencies to share data with the NEMA.

	Indicator 7: Existence of an agreed environmental clear house unified system for improved implementation and reporting of the Rio Conventions	There is a clear house mechanism exist in NEMA for the Biodiversity area. There is a need to create a unified system for the three Rio Conventions.	A unified system for data collection, analysis, and sharing established at NEMA.	Sectoral environmental data (system) is accessible to end users in a comprehensive and policy-relevant way.	Decision-makers are resistant to adopt new attitudes towards the global environment. Institutions and individuals' willingness to cooperate
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ANNEX B: PROJECT INFORMATION PACKAGE TO BE REVIEWED BY THE TE TEAM

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Annual Progress reports
8	Minutes of Project Board Meetings
9	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
10	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
11	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
12	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
13	Audit reports
14	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc)
15	Sample of project communications materials
16	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
17	Any relevant socio-economic monitoring data
18	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
19	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
20	Data on relevant project website activity
21	UNDP Country Programme Document (CPD)
22	List and contact details for project staff, key project stakeholders, Project Board members, RTA and other partners
23	Project deliverables that provide documentary evidence of achievement towards project outcomes

ANNEX C: CONTENT OF TE REPORT

i. Title page

- Title of UNDP-supported GEF-financed project
- UNDP PIMS ID and GEF ID
- TE timeframe and date of final TE report
- Region and countries included in the project
- GEF Focal Area/Strategic Program
- Executing Agency, Implementing partner and other project partners
- TE Team members

ii. Acknowledgements

iii. Table of Contents

iv. Acronyms and Abbreviations

1. Executive Summary (3-4 pages)

- Project Information Table
- Project Description (brief)
- Evaluation Ratings Table
- Concise summary of findings, conclusions and lessons learned
- Recommendations summary table

2. Introduction (2-3 pages)

- Purpose and objective of the TE
- Scope
- Methodology
- Data Collection & Analysis
- Ethics
- Limitations to the evaluation
- Structure of the TE report

3. Project Description (3-5 pages)

- Project start and duration, including milestones
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address: threats and barriers targeted
- Immediate and development objectives of the project
- Expected results
- Main stakeholders: summary list
- Theory of Change

4. Findings

4.1 Project Design/Formulation

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

4.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues

4.3 Project Results

- Progress towards objective and expected outcomes (*)
- Relevance (*)
- Effectiveness (*)
- Efficiency (*)
- Overall Outcome (*)
- Country ownership
- Gender
- Other Cross-cutting Issues
- Social and Environmental Standards
- Sustainability: financial (*), socio-economic (*), institutional framework and governance(*), environmental (*), and overall likelihood (*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionally
- Catalytic Role / Replication Effect
- Progress to Impact

5. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

6. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary

- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- Annexed in a separate file: TE Audit Trail
- Annexed in a separate file: relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

ANNEX D: EVALUATION CRITERIA MATRIX TEMPLATE

Evaluation Criteria*	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
• Is CCCD project's theory of change clearly articulated?			
• What specific methods and tools were used to assess the needs of the project beneficiaries?			
• Have the interventions match the capacities needs for the institutions and individuals?			
• How well does CCCD project react to changing work environment and how well has the design able to adjust to changing external circumstances?			
Effectiveness and results: To what extent have the expected outcomes and objectives of the project been achieved?			

• To what extent is CCCD project successful in achieving the expected results?			
• To what extent were target institutions (MEP primarily) engaged in the implementation of the project?			
• How effective CCCD project has been in developing institutional capacity especially in preparing policy review and monitoring MEP in gender responsive budgeting?			
• To what extent are CCCD project interventions been implemented/ coordinated with appropriate and effective partnership and strategies? What has been the nature and added value of these partnerships			
• What results are evident short-term to long term results that can be directly or indirectly attributed to the project?			
• To what extent the project was effective in coordinating its activities with UN agencies, relevant development partners, donors, CSO, NGOs and academic institution?			

Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
• To what extent are funding, staff, and other resources used to achieving the expected results of the project?			
• Based on cost-benefit analysis what conclusions can be drawn regarding 'value for money' and cost related efficiencies or inefficiencies in implementing CCCD project?			
• Were there any unanticipated events, opportunities or constraints contributed to or hindered the delivery of the interventions on timely manner?			
• Have associated risks at the national and local level been anticipated and addressed?			
• To what extent the project used UNDP's internal expertise and adopted joint planning and programming with other UNDP projects?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
• To what extent GEP-II has taken the necessary steps to transfer capacities and skills			

to MEP and other institutional partners?			
• How, and to what extent did UNDP/ CCCD project design, implementation strategy/partnership, and governance foster national ownership and capacity development?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
• How did UNDP/ CCCD project contribute towards, and advance gender equality aspirations of the Government of the republic of Uganda; UNDAF outcomes; and CPD outcomes?			
• What factors contribute or influence CCCD project's ability to positively contribute to policy change from a gender perspective, women's economic empowerment, and access to justice and human rights?			
• To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
• To what extent did the capacity building activities under each of the pillars produce lasting results?			

***Please note that the questions are indicative and that they could be revised by the Evaluation Team, as appropriate**

ANNEX E: UNEG CODE OF CONDUCT FOR EVALUATORS

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism). **See Annex 7 and 8 of the TE**

ANNEX F: TE RATING SCALES

Ratings Scale for:

- **Monitoring & Evaluation**
- **Implementation/Oversight and Execution Outcome**
- **Relevance, Effectiveness, Efficiency**

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

Sustainability Ratings Scale

Rating	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

ANNEX G: EVALUATION REPORT CLEARANCE FORM

See Annex 10 of the TE.

ANNEX H: TE AUDIT TRAIL

The full Audit trail is attached as a separate annex to the Terminal Evaluation.

To the comments received on *(date)* from the Terminal Evaluation of *(project name)* (UNDP Project ID-*PIMS #*)

The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author (institution)	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

Annex 2: Evaluative Question Matrix

Evaluation Criteria	Evaluation Indicators	Means of Verification
Project Strategy		
1. Project design		
Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context of achieving the project results as outlined in the Project Document.	Reported adaptive management measures in response to changes in context.	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders.
Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?	Reported progress toward achieving the results	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders.
Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country?	Endorsement of the project by governmental agencies. Provision of counterpart funding.	<ul style="list-style-type: none"> Documents endorsements and co-financing. Interviews with UNDP, project staff and governmental agencies.
Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?	Level of participation of project partners in project design and actual inclusion in project implementation arrangements	<ul style="list-style-type: none"> Interviews with stakeholders. Project progress reports.
Review the extent to which relevant gender issues were raised in the project design.	Level of gender issues raised outlined in project Documents	<ul style="list-style-type: none"> Project documents
2. Results Framework/ Logframe:		
Undertake a critical analysis of the project's log frame indicators and targets, assess how "smart" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.	Indicators and targets of outcome and outputs.	<ul style="list-style-type: none"> Project framework
Are the project's objectives and outcomes or components clear, practical, and within its time frame?	The stated contribution of stakeholders in project implementation.	<ul style="list-style-type: none"> Interviews with stakeholders.
Examine if progress so far has led to or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance, etc...) that should be included in the project results from the framework and monitored on an annual basis.	Indicators of the project's outcome (from the project results framework)	<ul style="list-style-type: none"> Field visits and interviews with local stakeholders involved with these projects and the direct beneficiaries.
Ensure the broader development and gender aspects of the project are being monitored effectively. Develop and recommend smart 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.	Measures were taken to ensure proper project implementation based on project monitoring and evaluation	<ul style="list-style-type: none"> Project's reports. Interviews with PSC/Project board members Minutes of interviews with key stakeholders

Evaluation Criteria	Evaluation Indicators	Means of Verification
Progress Towards Results		
3. Progress towards outcomes analysis		
Review the Logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix.	Output level indicators of the Results Framework.	<ul style="list-style-type: none"> Project progress reports. Tangible Product (publications, studies, etc.) Interviews with the project's staff, partners, and stakeholders.
Project Implementation and Adaptive Management		
4. Management arrangement		
Review the overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.	Level of implementation of mechanisms outlined in the project document	<ul style="list-style-type: none"> Interviews with project staff and partners. Project progress reports.
Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.	Level of satisfaction (among partners and project staff) of overall management by Implementing partner.	<ul style="list-style-type: none"> Interviews with project staff, consultants, and partner organizations
Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.	Level of satisfaction (among partners and project staff) of overall management by UNDP	<ul style="list-style-type: none"> Interviews with project staff, consultants, and partner organizations
5. Work planning		
Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.	Level of compliance with project planning / annual plans	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff.
Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?	List of results proposed in the work plan	<ul style="list-style-type: none"> Project work plan.
Examine the use of the project's results framework/ Logframe as a management tool and review any changes made to it since project start.	Level of compliance with project results framework and Logframe	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff.
6. Finance and co-finance		
Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.	Level of compliance with project financial planning / annual plans	<ul style="list-style-type: none"> Project financial reports. Interviews with project staff.
Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.	Level of compliance with project financial planning	<ul style="list-style-type: none"> Project financial reports.

Evaluation Criteria	Evaluation Indicators	Means of Verification
Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for the timely flow of funds?	Quality of standards for financial and operative management. Perception of management efficiency by project partners and project staff/consultants	<ul style="list-style-type: none"> Interviews with the project and UNDP finance staff. Financial reports.
Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?	Level of co- financing in relation to the original planning	<ul style="list-style-type: none"> Financial reports of the project. Interviews with project management staff and UNDP RTA.
7. Project-level Monitoring and Evaluation Systems		
Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?	Measures were taken to improve project implementation based on project monitoring and evaluation. Level of implementation of the M&E system. Changes in project implementation as result of supervision visits/missions.	<ul style="list-style-type: none"> Project progress and implementation reports. Interview with project staff, UNDP team, and key stakeholders.
Examine the financial management of the project monitoring and evaluation budget. Are enough resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?	The number of cases where resources are insufficient. The number of cases where budgets were transferred between different budget lines.	<ul style="list-style-type: none"> Project progress reports/ financial reports/ consultant contracts and report
8. Stakeholder Engagement		
Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	Level of participation of project partners in project design and actual inclusion in project implementation arrangements	<ul style="list-style-type: none"> Interviews with key stakeholders
Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision- making that supports efficient and effective project implementation?	Endorsement of the project by governmental agencies. Provision of counterpart funding Perception of ownership by national and local Agencies	<ul style="list-style-type: none"> Interviews with national partners, UNDP and project staff. Project progress reports/PIR. Documented endorsements and co-financing.

Evaluation Criteria	Evaluation Indicators	Means of Verification
Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives?	Perceived level of collaboration and coordination. The stated contribution of stakeholders in the achievement of outputs.	<ul style="list-style-type: none"> Interviews with the Project Management team. Interviews with stakeholders. Citation of stakeholders' roles in specific products like publications
9. Reporting		
Assess how adaptive management changes have been reported by the project management and shared with the Project Board.	Reported adaptive management measures in response to changes in context	<ul style="list-style-type: none"> Project progress reports Interviews with project staff and key stakeholders
Assess how well the Project Team and partners undertake and fulfill GEF reporting requirements (i.e. how have they addressed poorly rated PIRs, if applicable?)	Level of alignment with the GEF mandate and policies at the time of design and implementation; and the GEF CCCD.	<ul style="list-style-type: none"> Comparison of project document and annual reports and policy and strategy papers of local-regional agencies, GEF and UNDP. Interviews with UNDP, project and governmental agencies.
Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.	Reported adaptive management measures.	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders.
10. Communications		
Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?	The degree to which plans were followed up by project management. Perception of effectiveness.	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders.
Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)	Stated the existed means of communication. The degree to which plans were followed up by project management.	<ul style="list-style-type: none"> Project progress reports. Interviews with project staff and key stakeholders
iv. Sustainability		
Validate whether the risks identified in the Project Document, Annual Project Review/PIRs, and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.	Identified risks and mitigation measures during project design and the updated risk-log sheet in ATLAS	<ul style="list-style-type: none"> Project document Progress report Risk log
11. Financial risks to sustainability.		

Evaluation Criteria	Evaluation Indicators	Means of Verification
What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income-generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?	Estimations on financial requirements. Estimations of the future budget of key stakeholders.	<ul style="list-style-type: none"> ▪ Studies on financial sustainability. ▪ Documented estimations of the future budget. ▪ Interviews with project staff and key stakeholders
12. Socio-economic risks to sustainability.		
<p>Are there any social or political risks that may jeopardize the sustainability of project outcomes?</p> <p>What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?</p> <p>Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?</p> <p>Is there enough public/stakeholder awareness in support of the long-term objectives of the project?</p> <p>Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?</p>	<p>Key factors positively or negatively impacted project results (in relation to the stated assumptions).</p> <p>Main national stakeholders participate actively in the implementation and replication of project activities and results.</p>	<ul style="list-style-type: none"> ▪ Interviews with project staff, key stakeholders. ▪ Project progress reports. ▪ Revision of literature on context ▪ Documentation on activities of key stakeholders
13. Institutional Framework and Governance risks to sustainability		
Do the legal frameworks, policies, governance structures, and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.	Key institutional frameworks that may positively or negatively influence project results (in relation to stated assumptions)	<ul style="list-style-type: none"> ▪ Analysis of existing frameworks. ▪ Interviews with project staff and key stakeholders
14. Environmental risks to sustainability		
Are there any environmental risks that may jeopardize the sustainability of project outcomes?	Number of identified risks	<ul style="list-style-type: none"> ▪ Risk log and management response.

Annex 3: Financial Data Capture Table

FINANCIAL DATA CAPTURE TABLES GEF GRANT AND DISBURSEMENT STATUS PER PROJECT COMPONENT

COMPONENT	BUDGET	Disbursement / Expenditure	Disbursement / Expenditure	Disbursement / Expenditure	Disbursement/ Expenditure	Disbursement / Expenditure	Total (At Evaluation)	%
		2017	2018	2019	2020	2021		
Component 1	300,000	12.85	76,272.39	88,226.39	45,450.00	81,369.59	291,331.22	97%
Component 2	229,000		49,983.00	40,353.00	40,062.00	92,457.17	222,855.17	97%
Component 3	290,000		61,204.00	64,011.00	51,791.09	75,626.24	252,632.24	87%
Project Management	81,000	14,020.84	21038.84	4,665.36	29,817.10	16,389.53	85931.67	106%
TOTAL	900,000	14,033.69	208,498.23	197,255.75	167,120.10	265,842.53	852,750.30	95%

CO-FINANCING DATA CAPTURE

Co-Financing Type/Source	UNDP financing (US \$m)		Government (US \$m)		Partner (US \$m)		Total (US \$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants								
Loans/Concessions								
In-kind Support	0.20	0.20	0.75	0.75	0.10	0.10	1.05	1.05
Other								
Total								1.05

ANNEX 4: TERMINAL EVALUATION TIMETABLE FOR INTERVIEWS

No.	Activity	Date and Time	Venue	Responsible /Facilitator	Remark
1	Terminal evaluation interview	18 th October 2021, 9:00am	NEMA House	Monique Akullo/ Consultant	NEMA
2	Terminal evaluation interview	18 th October 2021, 10:00am	NEMA House	Ann Nakafeero/ Consultant	NEMA
3	Terminal evaluation interview	18 th October 2021, 11:00am	NEMA House	Aiden Asekenye/ Consultant	NEMA
4	Terminal evaluation interview	18 th October 2021, 12:00pm	Phone Call	Hakuza Annunciata/ Consutant	MAAIF
5	Terminal evaluation interview	19 th October 2021; 10am	Ridar Hotel	William Mujuni /Consultant	Mukono DLG
6	Terminal evaluation interview	19 th October 2021; 11am	Ridar Hotel	Dr. Joshua Zaake/ Consultant	Environment Alert
7	Terminal evaluation interview	19 th October 2021; 11:30am	Ridar Hotel	Moses Maganda/ Consultant	Jinja DLG
8	Terminal evaluation interview	19 th October 2021; 12pm	Ridar Hotel	Esau Mpoza/ Consulatant	Wakiso DLG
9	Terminal evaluation interview	19 th October 2021; 12:30pm	Ridar Hotel	Patrick Musaaazi/ Consultant	Kayunga DLG
10	Terminal evaluation interview	19 th October 2021; 2:15pm	Ridar Hotel	Solomon Musoke/ Consultant	Buikwe DLG
11	Terminal evaluation interview	19 th October 2021; 2:50pm	Ridar Hotel	Stephen Muwaya/ Cocultant	MAAIF
12	Terminal evaluation interview	19 th October 2021; 2:50pm	Ridar Hotel	Innocent Akampulira/ Consultant	UNCST
13	Terminal evaluation interview	20 th October 2021; 10am	Ridar Hotel	Aaron Werikhe/ Consultant	NPA
14	Terminal evaluation interview	20 th October 2021; 11am	Ridar Hotel	Dr. Diana Nalwanga/ Cocultant	Nature (U)
15	Terminal evaluation interview	20 th October 2021; 11:30am	Ridar Hotel	Ann Amumpaiire/ Consultant	ACODE
16	Terminal evaluation interview	20 th October 2021; 12:00pm	Ridar Hotel	Dr. Isabirye Moses / Consultant	Academia
17	Terminal evaluation interview	20 th October 2021; 2:15pm	Ridar Hotel	Meddy Ssemambo/ Consultant	MWE
18	Terminal evaluation interview	21 st October 2021; 10am	NEMA HOUSE	Sarah Naigaga	NEMA
19	Terminal evaluation interview	26 th October 2021: 10:30am	Ridar Hotel	Fauza Namukuve/ Consultant	MWE
20	Terminal evaluation interview	26 th October 2021: 11am	Ridar Hotel	Lucy Iyango/ Consultant	MWE
21	Terminal evaluation interview	26 th October 2021: 11:30am	Ridar Hotel	Stephen Mugabi/ Consultant	MWE
22	Terminal evaluation interview	26 th October 2021: 12pm	Ridar Hotel	Bob Natifu/ Consultant	MWE

Annex 5: LIST OF STAKEHOLDERS CONSULTED DURING RIO CONVENTIONS TERMINAL EVALUATION – ON-GOING

NAME	INSTITUTION	DESIGNATION	TELEPHONE	EMAIL
Mr. Daniel Omodo	UNDP			
Mr. Peter Achuu	Project Manager			
Dr. Barienga Akankwasah	National Environment Management Authority	Executive Director (current)	+256 772 831 348	akankwasah@gmail.com
Dr. Joshua Zaake	Environment Alert	Executive Director	+256 773057488	joszake@gmail.com
Mr. Steven Muwaya	Ministry of Agriculture, Animal, Industry and Fisheries	UNFCCC National Focal Point Person	+256 776 642 536	smuwaya@yahoo.com
Mr. Maholo Mulongo Denis	Ministry of Agriculture, Animal, Industry and Fisheries	Principal Range Ecologist	+256772685937	Denis.maholo@agriculture.go.ug
Mr. Muhamed Ssemambo	Ministry of Water and Environment	Principal Climate Change Officer	+256 754 643 512	medi.ssema35@gmail.com
Ms. Kyoshabire Christine	Ministry of Water and Environment	Senior Environment Officer	+256776907446	Cmuhereza966@gmail.com
Ms. Fauza Namukuve	Ministry of Water and Environment	MEAs Coordinator	+256 782 572 362	Nfauzia2001@yahoo.co.uk
Mr. Wilbert Ikilai	National Environment Management Authority	Senior Environment Education Officer	+256776696580	Wilbert.ikilai@nema.go.ug
Dr. Isabirye Moses	Busitema University	Senior Lecturer/NRM Expert	+256 772 885 692	isabiryemoseswb@gmail.com
Innocent Akampulira	Uganda National Council of Science and Technology	Technolgy Management	+256 782 828 217	i.akampulira@uncst.go.ug
Mugabi Stephen Daniel	Ministry of Water and Environment	Commissioner environment support services	+256 782 059 294	mugabisd@yahoo.com
Monique Akullo	National Environment Management Authority	Senior M & E	+256 772 837 935	monique.akullo@nema.go.ug
Nakafeero Anne	National Environment Management Authority	Senior District Support Officer	+256 772 449 163	anne.nakafeero@nema.go.ug
Aiden Asekenye	National Environment Management Authority	Principle Environment Education Officer	+256 772 579 683	aiden.asekenye@nema.go.ug
Maganda Moses	Jinja District Local Government	District Environment Officer	+256 703 323 750	magandam@yahoo.com
Musoke Solomon	Buikwe District Local Government	District Natural Resource Officer	+256 772 460 327	musokesolomon@gmail.com
Mpoza Esau	Wakiso District Local Government	District Environment Officer	+256 782 688 709	esaumpoza@gmail.com
Musaazi Patrick	Kayunga District Local Government	District Environment Officer	+256 772 392 684	mpbmusaazi@yahoo.com
Mujuni William	Mukono District Local Government	District Natural Resource Officer	+256 772 414 509	wb.mujuni@gmail.com
Eliatu Tom	Ministry of Gender Labour and Social Development	Safety Officer	+256 776 971 983	tomeliatu@yahoo.com
Aaron Warike	National Planning Authority	Senior Environment & Natural Resource Officer	+256 774 693 761	aronwerikhe@gmail.com
Dr. Diana Nalwanga	Nature Uganda	Director Conservation & Science	+256 772 929 626	diana.nalwanga@natureuganda.org
Ann Amumpaire	ACODE	Senior Project Officer	+256 782 527 626	aamumpire@gmail.com
Isaac Okiror Orena	MWE	IT Officer	+256775583089	ookirir@gmail.com

Annex 6: Evaluation Consultant Agreement Form

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

Name of Consultant: _____ **Oliver Chapeyama** 

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

Signed at **13TH December 2021** Signature: 

I also approve this TE report

Signed at _____ --- Signature:

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

Name of Consultant: _____ **Cliff Bernard Nawukora** 

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

Signed at **13th December 2021** Signature: 

I also approve this TE report

Signed at _____ --- Signature:

Annex 7: Signed UNEG Code of Conduct form For Consultants – Mr. Chapeyama

Evaluators/Consultants:

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

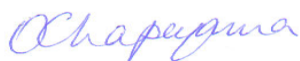
Consultant Agreement Form

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

Name of Consultant: **OLIVER CHAPEYAMA**
INTERNATIONAL CONSULTANT

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

Signed at **Kampala 13th December 2021**



Signature:

Annex 8: Signed UNEG Code of Conduct form For Consultants – Mr. Nuwakora

Evaluators/Consultants:

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

Consultant Agreement Form

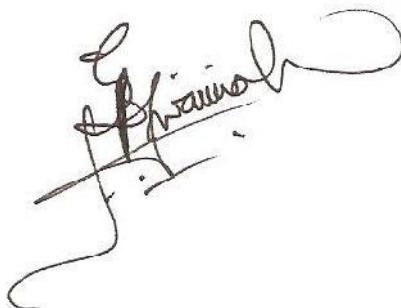
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: **CLIFF BERNARD NUWAKORA**

NATIONAL CONSULTANT Email: cliff.nuwakora@gmail.com

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

Signed at **Kampala 13th December 2021**



Signature:

Annex 9: Capacity Development Scorecard

Project/Programme Name: **Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda**

Project/Programme Cycle Phase: Project development

Date: December 2021

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
CR 1: Capacities for engagement							
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0			Institutional responsibilities for environmental management are clearly defined. Mainly, stakeholders recognize authority and legitimacy of the lead environmental organizations. The overlaps between different organizations/ departments still exists and may require policy legal procedures to harmonize, high level decision-makers from the stakeholder agencies are now aware of institutional responsibilities for	The project, in addition to building capacity of lead environmental agencies and mechanisms for continued coordination of environmental management through synergies. Such mechanisms ought to be supported and continued.	1, 2, 3
	Institutional responsibilities for environmental management are identified	1					
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2		2			
	Authority and legitimacy of all lead organizations responsible for environmental management	3					

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
	recognized by stakeholders				environmental management.		
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0			There are well-established formal co-management mechanisms between the responsible state agencies. MoUs have been signed and operationalized at national and sub national levels. The challenge may be commitment to execute these frameworks after the project	Inter-ministerial mechanisms as well as the three national committees dealing with Combating Desertification, Biodiversity, and Climate Change Conventions have been established. The committees and the established mechanisms be mainstreamed in the existing respective conventions technical teams.	1, 2
	Some co-management mechanisms are in place and operational	1					
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2		2			
	Comprehensive co-management mechanisms are formally established and are operational/functional	3					
Indicator 3 – Existence of cooperation with stakeholder	Identification of stakeholders and their participation/involvement in decision-making is poor	0			Stakeholder participation in environmental decision-making is has improved. this be achieved through trainings in coordination, joint monitoring and reporting among others	All Stakeholders participated in project inception workshop, and later the project later engaged key decision-makers, experts, and other multi-stakeholders to collaborative manner to discuss an integrated approach to deliver environmental information as well as global environmental benefits	2
	Stakeholders are identified but their participation in decision-making is limited	1					
	Stakeholders are identified and regular consultations mechanisms are established	2		2			
	Stakeholders are identified and they actively contribute	3					

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
	to established participative decision-making processes					through improved interpretation, planning, and decision-making on environmental and sectoral policies, plans, reports and programmes derived from the Rio Conventions perspective. Stakeholders will also developed guidelines for operationalizing Rio Conventions Information Systems Uganda and In addition harmonized thematic indicators were developed to benefit from synergy and track progress in domestication of Rio Conventions in Uganda.	
CR 2: Capacities to generate, access and use information and knowledge							
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0			Stakeholders are aware about global environmental issues and their involvement and participation has increased. Awareness of stakeholders	The project establish three technical committees to oversee the implementation of the three Rio Conventions; UNFCCC, UNCBD, and UNCCD, while it	1, 2, 3
	Stakeholders are aware about global environmental	1					

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
	issues but not about the possible solutions (MEAs)				on possible solutions affecting multiple sectors has also improved.	is going to work intensively with the MEAs Coordination Unit and they have recommend best environmental information management and monitoring, this has improved decision-making.	
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2					
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3		2			
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0			The environmental information needed are identified but there are not enough human, technical, and financial capacities to improve information systems. Sharing information between stakeholders is limited as well. The project has established guidelines for information sharing and information flow. Additionally a MoU has	The project supported the development of Rio Conventions Information Systems Uganda system for data gathering, analyses and sharing as well as monitoring the implementation of the Rio Conventions. Technocrats have been trained in data collection, analysis and sharing.	2,3
	The environmental information needs are identified but the information management infrastructure is inadequate	1					
	The environmental information is partially available and shared among stakeholders but is not	2					

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
	covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited			2	been signed to facilitate information between agencies.		
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3					
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0			Environmental education programmes for Primary and Second education are well developed and for primary it is fully operational There is an improvement in the delivery and engagement of youth in active environmental practices, and adult learning opportunities.	Improved and established environmental information and knowledge systems to fully benefit stakeholders. Workshop to share the available environmental information and other sources is planned for execution late November, 2021	3
	Environmental education programmes are partially developed and partially delivered	1		1			
	Environmental education programmes are fully developed but partially delivered	2					
	Comprehensive environmental education programmes exist and are being delivered	3					
Indicator 7 – Extent of the	No linkage exist between environmental policy	0			Uganda has many scientific institutions involved in	Research Centers and other academic institutions will	1, 2

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
linkage between environmental research/science and policy development	development and science/research strategies and programmes				academia and environmental research, but the information generated does not feed the decision-making process. Research needs are identified, but current national environmental research is emerging; this includes data generation for key environmental indicators necessary for the monitoring of MEAs.	play a key role given their comparative advantage in identifying empirically valid best practice data and information needs, including methodologies.	
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1		1			
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2					
	Relevant research results are available for environmental policy development	3					
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0			There is no mechanism for collecting and use of traditional knowledge.	N/A	2, 3
	Traditional knowledge is identified and recognized as important but is not	1		1			

Capacity Result / Indicator		Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
		collected and used in relevant participative decision-making processes						
		Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2					
		Traditional knowledge is collected, used and shared for effective participative decision-making processes	3					
CR 3: Capacities for strategy, policy, and legislation development								
Indicator 9 – Extent of the environmental planning and strategy development process		The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0			The revised National Environment Act 2019, requires that environmental strategies and plans embrace mechanisms, for resource mobilization for sound environment management	The project carried out studies and developed strategies for data collection, analysis and sharing. This led to the development of protocols to support information sharing among different institutions. This will help in mainstreaming environmental priorities in the development’s policies and strategies, as well as in	3
		The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not	1					

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
	implemented/used					developing the needed indicators, projects and programs and seeking the needed funds from international development partners.	
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2		2			
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3					
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0			Uganda has a high number of environmental policies and legislation, which result in overlapping of mandates and responsibility between institutions (mainly between NEMA and the MWE); contradictions across laws and regulations, especially at	The project has established framework for information and data collection and sharing systems this will improve the information management as well as integrate Rio Conventions provisions. No mandate amendments were developed and submitted to the Parliament review and	1
	Some relevant environmental policies and laws exist but few are implemented and enforced	1					
	Adequate environmental policy and legislation	2		2			

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
	frameworks exist but there are problems in implementing and enforcing them				the central and district levels; and lack of clarity among law enforcers.	approval.	
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3					
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0			Although not regularly updated the project has established mechanisms for sharing environmental information. Protocol has been signed by relevant institutions that contribute to the Rio Conventions to share information and data. The challenge that still exists not all sectors in Uganda are part of the protocol. In some cases, vast historical data exists in a paper format, which needs digitalization and	The project will work to improve the generation and management of quality environmental information and support its use at the national and district levels. There is need to digitize all existing historical information into the Rio Conventions System Uganda. A mechanism for regular update of the database should be established and operationalized	2
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1					
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2		2			
	Political and administrative	3					

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
	decision-makers obtain and use updated environmental information to make environmental decisions				update. There have been attempts to establish and an improved data collection systems. However, these systems are still developing and more time and effort is needed for accumulation of sufficient data and information.		
CR 4: Capacities for management and implementation							
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0			Lack of financial resources is one of the major obstacles for implementation of the strategies, plans and programmes in Uganda. Resource requirements are identified and funds are partially mobilized from the state budget, but mostly through the international donor organizations.	The Ministry of Finance is collaborating with NEMA and will be supporting the team in designing and setting up a new system for data collection, analysis and sharing. The project will contribute with comprehensive training modules of concerned staff on best practices and innovations for easing a sharing mechanism for environmental information.	2
	The resource requirements are known but are not being addressed	1					
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2		2			

Capacity Result / Indicator		Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
		Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				Also, an intensive resources mobilization will be provided to support institutions in resource mobilization.	
Indicator 13 – Availability of required technical skills and technology transfer		The necessary required skills and technology are not available and the needs are not identified	0			Needed skills and technologies are mostly identified and their sources but are not shared with the end users.	The project did some training, information dissemination and advocacy to ensure adherence and involvement of concerned stakeholders in the policy and institutional reforms.	2
		The required skills and technologies needs are identified as well as their sources	1		1			
		The required skills and technologies are obtained but their access depend on foreign sources	2					
		The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3					
CR 5: Capacities to monitor and evaluate								
Indicator 14 – Adequacy of the project/programm		Irregular project monitoring is being done without an adequate monitoring	0			The structure to monitor the project is in place and no formal framework for	Support the inter-ministerial committee and MEAs office to perform the project	2

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
e monitoring process	framework detailing what and how to monitor the particular project or programme				project monitoring has been developed at NEMA. The project establish three national committees (inter-ministerial mechanisms, UNFCCC, UNCBD, and UNCCD) and these committees and mechanisms assisted to monitor the development of the data sharing and management systems.	monitoring function There is need to establish a framework/mechanism for monitoring all projects at NEMA and other institutions with projects	
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1		1			
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2					
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3					
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0			Although there was no evaluation plan for the project. Qualitative evaluation of the strategic programmes and plans has been done.	Projects progress reports were prepared on quarterly basis and shared with Project Board, National Steering Committee and Technical Working groups.	2

Capacity Result / Indicator	Staged Indicators	Rating	Initial Score	New Score	Comments	Justification	Contribution to which Outcome
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				Annual reports have been prepared at the end of each year and discussed on the annual review meetings.	
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2		2		A final evaluation to evaluate the project's progress towards its original pre-identified outcomes is being conducted.	
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3					

The capacity at baseline was **57%** and later after project implementation it has increased to **86 %**.

Annex 10: Evaluation Report Clearance Form

Terminal Evaluation Report for "Capacity Development for Improved Implementation of Multilateral Environmental Agreements (MEAs)", Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: Mugisita P. A

Signature: [Signature] Date: 4/4/2022

Regional Technical Advisor (Nature, Climate and Energy)

Eva Huttova

Name: _____

Signature: [Signature] Date: 05-Apr-2022

DocuSigned by:

Eva Huttova

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