

EXTERNAL

ACRONYMS

APR Annual Project Report
BTC

PUBO Piau-Pisioeta
PMU Project Management Unit
ProDoc

CONTENTS

EXECUTIVE SUMMARY.....	1.....
Project Description.....	2.....
CoFinancing.....	2.....
Achievements.....	3.....
Evaluation Rating.....	4.....
Summary of Conclusions, Recommendations and Lessons Learned.....	6.....
1. INTRODUCTION.....	1.0.....
1.1 PURPOSE OF EVALUATION.....	1.0.....
1.2 SCOPE AND METHODOLOGY.....	1.0.....
1.2.1 DESK REVIEW OF DOCUMENTS.....	1.0.....
1.2.2 EVALUATION TOOLS AND APPROACHES.....	1.1.....
1.2.3 DATA COLLECTION AND ANALYSIS.....	1.2.....

3.1.6 LINKAGES BETWEEN OTHER INTERVENTIONS WITHIN THE	2.1
3.1.7 MANAGEMENT ARRANGEMENT	2.2
3.2 PROJECT IMPLEMENTATION	2.3
3.2.1 ADAPTIVE MANAGEMENT	2.3
3.2.2 PROJECT FINANCE	2.3
3.2.3 FINANCING	2.4
3.2.4 MONITORING AND EVALUATION DESIGN	2.4
3.2.5 PROJECT COORDINATION AND IMPLEMENTATION	2.5
3.3 PROJECT RESULTS	2.6
3.3.1 OVERALL RESULTS	2.6
3.3.2 RELEVANCE	4.2
3.3.3 EFFECTIVENESS AND EFFICIENCY	4.3
3.3.4 SUSTAINABILITY	4.4
3.3.5 COUNTRY OWNERSHIP	4.8
3.3.6 MAINSTREAMING	4.8
3.3.7 IMPACT	4.9
4.0 CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED	5.1
4.1. PROJECT DESIGN	5.1
4.2. IMPLEMENTATION	5.3
4.3. FORGING PARTNERSHIPS	5.5
4.4. SUSTAINABILITY AND GUP	5.6
4.5. WAY FORWARD	5.7
ANNEX I. TERMS OF REFERENCE	5.9
ANNEX II. MISSION ITINERARY	6.5
ANNEX III. LIST OF PERSONS INTERVIEWED	6.8
ANNEX IV. LIST OF DOCUMENTS REVIEWED	7.1
ANNEX V. RECOMMENDATIONS, MANAGEMENT RESPONSE AND TRACK	7.2
ANNEX VI. QUESTIONS	7.8
ANNEX VII. EVALUATION CONSULTANTS AGREEMENT FORM	8.3

LIST OF TABLES

Table 1. -d B w e n a C o f financing Mobilized by the Project P. &&&&&&&.....	3
Table 2 Evaluation Ratings for the Development Objective, Outcome Sustainability, and Monitoring and Evaluation.....	5
Table 3. Baseline Indicators and Targets set for Measuring the Achievements.....	1.8
Table 4-w Y e a r Expenditures of the Project.....	2.3
Table 5-d of Project Achievements Against Indicators.....	2.6
Table 6-w i t h Project Achievements.....	30
Table 7-valuation Rating of Achievements Against Development Objectives.....	46

EXECUTIVE SUMMARY

Project Description

The Extending Wetland Research through

Table Breakdown of financing Mobilized by the Project

Organization	US \$
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use strategies and advancement strategies, with full participation of communities. The communities de

Table 2 Evaluation Ratings for the Development Objective, Outcomes, Effectiveness, Sustainability, Impact and Monitoring and Evaluation

S. No	Area	Rating Scale [1 low]	Rating Award	Remarks
1	<p>Development Objective Community regulation and wetlands resource use es strengthened with crocorm areas hosting wetlands wi biodiversity</p>	1-6*		

Terminal Evaluation Report of Ntche. 2013 WEB Project

S. No	Area	Rating Scale [1 lowe	Rating Award	Remarks
10	Impact	1-3	3YT/F	risks are there, drou negative impact

This would be a summary of results planned versus actually achieved. Further discussed in detail in the Inception Workshop and adjustments made accordingly. This should be properly documented in the Workshop Report.

2. The mission observed and also threatened in the West Nile, health and sanitation activities in the project area. A GEF delivered before this project future program commitments, WASH activities should also be provided to communities, making this conditional for the wilderness area as a condition for the communities to take part in other activities like community water pumps [hand / solar pumps] should be provided not have a need to go to the lake and its shores to collect water.
3. UNDP/GEF should expedite the project approval process and start the project immediately after approval. Delays inflate the cost of production and create a negative impression about UNDP/GEF.
4. In future projects, each CBO may be approved with a minimum of US \$ 10,000 revolving fund. This will create more income generating opportunities in the area.
5. The project missed inclusion of private sector in the project. Management should have taken necessary actions to attract private sector.
6. The COBWEB project has offered a very good example of development process and women economic empowerment. UNDP should replicate this approach in all the projects.
7. In future projects of UNDP, Government and NGOs, the COBWEB partnership model should be replicated. The private sector should also generate multiple streams of income in the area.
8. In future projects, the forms of products like bags, fertilizer, pesticides, etc. should be provided to establish several nurseries of high yielding trees to meet increasing demand and to support women entrepreneurs. Compensation should be provided using Payment for Ecosystem Services [PES] approach for trees standing in the buffer zones, and based on the value of fish and other products. This will help to establish small businesses.
9. For group purposes, the IPs should jointly develop consolidated guidelines for defining the key interventions. These should cover lake boundary demarcation, management of riparian zone, and on farmlands, starting a business of plant nurseries, water conservation, sustainable fish production and processing, and poultry husbandry. CBOs should be encouraged to scale up the interventions.

Recommendations

Based on the lessons learned the mission recommends the following:

1. There is a strong potential for the project if the DGB and other stakeholders should work with the Uganda Environment Board and popularize the COBWEB project.

tourism routes should facilitate the private sector and provide facilities in the project area. Projects of UNDP on tourism could promote tourism in the newly established CCA.

2. The District Governments are lacking the transport facilities flagged by all the districts. However, by the time the mission was undertaken, UNDP had taken decision to return back to the field. It is noted that the vehicles have been returned to the districts. This will certainly enhance UNDP's image as well as support the communities in the buffer plantations and lake boundaries on regular basis.
3. It is visible that the project has made a significant contribution to the socio-economic development of the project area. However, it has not been captured in the terminal report. Therefore, the mission recommends that

interventions should be scaled up to cover the districts in their requested UNDP to provided technical assistance, which is under form of SWAMP project [Systematic Wetland Assessment and Ma

1. INTRODUCTION

1.1 PURPOSE OF EVALUATION

In accordance with UNDP policies and procedures, UNDP support GEF financed projects are required to undergo a terminal evaluation. The objective of the evaluation is to assess the achievement of project to draw lessons that can both improve the sustainability of benefits overall enhancement of UNDP programming

- o List and contact details for project staff, key Project Board and other partners to be consulted
- o Project highlights suggested sites for field visits
- o Annual / quarterly work plans
- o Annual review / assessment / TPR reports
- o Project budget broken down by outcomes and outputs
- o Field visit monitoring reports
- o Project Board meeting reports
- o Research reports on baseline surveys and follow up reports
- o Costing the original proposed to GEF for document clearance
- o Project tracking tool
- o Financial data [expended and incurred during each year]
- o Annual Audit Reports
- o Sample of project communication materials, i.e., press releases etc.

B. UNDP documents

- o UNDAF
- o CPD
- o CPAP

C. GEF documents

- o GEF focal area strategic objectives

D. Government documents

- o Plans, policies and strategies related with the project scope Development and the Wetland sector Strategic Plan

In addition to key documents published stakeholders also reviewed a internet based search conducted literature review on the subject documents provide basis for the analysis and information required from the command District Government and view of UNDP as necessary to establish linkages of the project with the UNDAF Country Community Review Plans, policies and strategies enable

1.2.4 DELIVERABLES

The assignment entails the following deliverables:

1. Inception report, mainly giving methodology, schedule of activities and places to be visited.
2. Final evaluation report the review of project's financial and technical FGDs with local communities, and District Officials, IPs, official ministries, UNFUCN, representatives of the project's implementing agencies and UNDP Programme Office. The report details project's achievements against outcomes / outcomes measured against indicators.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 PROJECT START AND DURATION

The project was approved in 2008 for a period of 4 years and completed on 30 June 2013.

2.2 PROBLEMS THE PROJECT SOLVES

The Ugandan Protected Areas Network was established over 50 years ago, when park protected areas were created to conserve important ecosystems. A second wave of Park creation in the 1990s, a focus on forest systems. The Protected Areas Network provides the primary vehicle for Uganda. However, it is unable to fulfill this function.

In response to the poor state of the Wildlife Protected Areas Network in the 1970s / 1980s, the Government obtained funding from the World Bank to build the capacity of UWA. The project included PA assessment and rationalization exercise to update the condition of the PAs, and establish the PA management plans. The project included a list of areas with no reserves which were valued by Parliament in May 2008. The project was to find ways to include wetlands in the PA network to adequately cover all ecological systems. However, the main challenge in addressing this was with few exceptions, most wetlands are relatively small and used by local communities. The PA modality [i.e., socially exclusionary National Parks] is not work in these localities. The project was to find ways to provide a link between protecting biodiversity and providing livelihoods.

Wetlands in Uganda provide a range of services such as flood retention and providing goods such as fish, pasture for goats, thatch and roof tiles. These goods are both consumed locally and regional markets, often hundreds of kilometers away. Studies show that goods and services provided by wetlands in Uganda are valued at \$640 million per year. They are an important source of income for 12 million people.

invests about \$ 364,000 per year from the Forests and Wetlands Fund for community-based management.

Uganda's wetlands host a high biodiversity, which are at risk of being lost due to anthropogenic activities. These wetlands of Uganda house 271 species of macrophytes, 43 species of dragonflies, 19 species of amphibians, 23 birds and 14 species of waterfowl. Many individuals harbor in excess of 400 bird species. 35 bird species including Foxglove, Uganda Masked Booby, Madagascar Squacco Heron, the Shoebill

PA will be managed by districts and communities integrated into a PA system by UWAI in collaboration with the W

2. MAIN STAKEHOLDERS

The project concept was developed in a participatory manner. Partner organizations were consulted throughout the proposal development process. The project targeted local communities, local authorities, and national authorities.

Local Communities

Local communities, including subsistence farmers, pastoralists, and other users of wetland resources. The project benefited them by: raising awareness about best practices in wetlands management, producing management plans, and promoting income-generating activities in primary and secondary wetlands ecosystems.

Local Authorities

District Environmental Committees conducted many activities with the ground. District Government NGOs participated in the improved capacity of community users of natural resources management.

National Authorities

National Authorities benefited from new institutional linkages and activities contributed to WSSP Strategic Objectives 6 and 7. The project proposed a collaboration between GOW and WAI. The project was implemented by WAI and WSSP.

Wetlands Management

House of Representatives is the head agency for management of wetlands. Established in 1998, the Department developed the Wetlands Sector Strategy (WSS) 2010. The WSSP articulates the management of wetlands, emphasizing management to serve the interests of the environment and people of Uganda. WSSP is a lean structure intended to implement the National Wetlands Policy and WSSP through national and local government actions with local government and communities.

Uganda Wildlife

U

2.5 BASELINE INDICATORS AND RESULTS

The baseline indicators and targets to be achieved, as mentioned in

Table 3: Baseline Indicators and Targets set for Measuring the Achievement of Objective and Outcomes

Development Objective / Outcome	Baseline Indicator	Targets
DO: Community regulation and management of wetlands resources established and strengthened within community conservation areas hosting wetlands with important biodiversity and wetland management areas	Increased participation of local communities in biodiversity and wetland management established and demonstrated in 3 districts	At least 3 such areas established in 3 districts; end of project in more districts with Baseline: Nil
	National PA authorities [UWA] recognize community wetlands in Uganda context	National documents reflect strategy and individual Baseline: Nil
	Community user groups and P groups are recognized within CBOs, with democratic processes	Baseline: Nil
	METT scores for all Community Areas established and show a trend of improvement	METT scores; a trend of term score 20 Baseline: Nil
Outcome 1: Biodiversity and wetlands conservation areas established within community conservation areas	At least 9 community conservation areas established, with plans and management	Multiple use PAs established covering 30,000 ha of wetlands Baseline: Nil

3. FINDINGS

3. PROJECT DESIGN / FORMULATION

3.1. ANALYSIS OF LFA

The analysis of the LFA indicated that there were no indicators and in the ProDo indicators at the outcome level were also not clearly defined and no targets makes the measurement of the results to be objective of the organization of what concept on the project can be made adjustments in indicators and, the Inception Workshop report. Therefore, the mission concludes that the LFA as given in the ProDo

3.1.2. ASSUMPTIONS AND RISKS

At the project formulation strategies, the following were identified:

- a. National Government implement WSSP and other related policy and risk was rated as low. The District and Central level has been towards implementation of the WSSP, as well as policy framework for extending PAs through the CCA approach.
- b. Community stakeholders do not. This project has been based on experiences gained in a small grant project which formed the basis that the communities are highly receptive, if properly educated alternative and improved. The project received an overwhelming response from local communities who are sustaining activities with their Community Environmental Groups provided by the project.
- c. Community benefits from income generating activities and such the benefits from sustainable livelihoods risk was moderate, though variable from local. It was found that the strategies of biodiversity has yielded more income, therefore, the communities are able to improve their living standards. [Details of monetary benefits gained].
- d. Conversion of portion of PUA to agricultural land is a significant risk. This has been formally with the Environmental Impact Assessment that there is not enough water to support the agricultural activities. Further the project activities have raised awareness that the conversion of wetlands into agricultural fields.

An important risk that was not envisaged at the time of formulation extended over the period of the project. Drought pressure was exerted on the wetlands under conservation by the project. Large populations of crop fields during prolonged droughts, while the wetlands provide water. Unfortunately, the objectives of the project are not addressed

degrade the habitats for aquatic birds and other species. To address these issues, a report was submitted to NDFCO for consideration.

Droughts and floods always occur in a cyclic fashion. If the farmland area, they will be ultimately the losers with the long-term effects of floods.

31.4 REPLICATION APPROACH

The main purpose of the project was to conduct a feasibility study. The project was 99.86% successful.



global tourism preparation of the National Tourism Strategy 2014-2018. This is expected to contribute to improvements in the legal and policy environment with the aim of enhancing performance and growth of the tourism market. The tourism market development project has mapped the value chain along the tourism development value chain. Established companies and local entrepreneurs. Example, Mweya Safari Lodge has been identified as producers in the nearby community. Uganda Tourism Board officials on provision of quality services and products. A documentary to market. Uganda Tourism Board established by the COBWEB project by including the COBWEB tourist signposts and private sector closer to COBWEBs leading in eco

In the Environment and UNDP Uganda, there are two projects which COBWEB projects are: Improving Policies and Strategies for Sustainable Resources and Climate Risk Management Project (2011-2014) and Sustainable and Natural Resource Management, Climate Change Adaptation and 2014. Although these projects are COBWEB projects, they benefit from the policy framework and acceptance of the COBWEB project. The Environment and Energy Unit project on the pipeline Building Drought Resilient Dryland Communities in the region. The project as it is operationalized should provide support to the COBWEB project. Another project on strengthening climate information and early warning should provide improved weather forecasts. These projects should also provide up to date change information to the COBWEB CBOs and the IGAs for averting an

At present UNDP Uganda has no project on the management of wetlands. Wetlands in Uganda represent about 13%. To the extent that the UNDP and its partners should have a successor project to address wetlands through the ECA approach.

3.1.7 MANAGEMENT

The project was implemented by UNDP, for the Government [representatives of NGOs (IUCN, NUSC, UN Women) led the coordination and the UNCO partners as well as for the WMD/ENM/ANAS District Government, jointly prepared plans with clear line of responsibilities and the budget in turn submitted to the UNDP. The previous quarter work plan budget for the next quarter were submitted to the UNDP for approval and disbursement. The expenses incurred by the District Government staff were reimbursed to them, instead of routing through the UNDP. This ensured timely availability of District Government staff and avoided letting the project implementation was directly done by the UNDP. The UNDP has a list of project collection of

3.2 PROJECT IMPLEMENTATION

3.2.1 ADAPTIVE MANAGEMENT

A number of adaptive management actions were implemented by the realities faced during the implementation. The project director included as one of the sustainable livelihoods in the project design the inception workshop. In November 2009, participants were able to leave their traditional means of livelihood. This suggestion was accepted by the committee in view, the support to tourism to a great extent and it proved to be a viable livelihood.

In the inception workshop it was observed that districts and local implementation. However, participants from districts expressed capacity to service project activities, and it was decided to build especially by providing them transportation facilities. The inception workshop recommended the Ministry of Agriculture, Animal Husbandry and Fisheries accepted.

During implementation, it was realized that the budget allocation for project sites was not sufficient. The sites were distant from each other with difficult access. These sites require financial resources. This matter was brought to the attention of the PAC, which decided in July 2011 to reduce the number of PAs to be from 9 covering 30,000 ha to 6 covering 13,000 ha.

The originally approved project duration was four years [June 2008 implementation] but by one year. In the meeting of July 2011, the project duration by one year [new closing dated June 30, 2013], however implementation remained four as originally planned.

There was no change in partnership agreements which were originally formulated.

3.2.2 PROJECT FINANCING

At the time of signing of the ProDoc, the total budget [GEF \$ 10.8 million] was UNDP \$ 10,000,000. This budget of \$ 64,004 has been spent by this and other projects. \$ 32,351 from GEF and \$ 6,744 from UNDP are forecasted to be utilized.

Year	Expendi [US \$]
Total	864,004
Balance	39,095

As per the rules and regulations of WFP, the audit reports did not indicate any significant audit observation.

3.2.3. FINANCING

At the project formulation stage, the total commitment of US\$ 117,250, and their commitment by mobilizing local resources, as mentioned in the table, was not quantified in monetary terms, the communities contributed \$ 275 of project activities. The total financing was estimated to be \$ 2.8 million. It provided \$ 754,530 during the project formulation. It was estimated that Belgium Technical Cooperation (BTC) would provide the project started one year allocation of BTC of \$ 1.2 million. The total cost of the project was \$ 1.2 million, which was met by the local resources. BTC contributed \$ 1.2 million. The detailed breakdown is given in Table 1. The project cost was met by the local resources mobilized, which was reported on annual basis.

3.2.4 MONITORING AND EVALUATION DESIGN

IUCN and WMD, with oversight from the partners in the monitoring and project progress, for the project. The evaluation observations are the following:

- a. The LFA was very rudimentary and does not contain indicators at the output level. These are not quantifiable and do not provide any assurance that the objectives will be achieved at the output / activity level. It is difficult to ensure the quality of the production of results.
- b. The purpose of the inception workshop was to help the project team to understand the project's goals and objectives, as well as to formulate an annual work plan on the basis of the project's objectives. The project team's indicators, means and resources, and on the basis of this Annual Work Plan with precise and measurable performance indicators, with the expected outcomes. However, the review of the 33(33(3K>Hæ6•

effectiveness of the PAMET developed during the first year implementation in 2012, the progress on METT was 30% with METT is rated at 100% considering that METT scores for all the show an increase from the baseline of 0. All the CCA stages have for each of the 2 project sites. Mukura scored 56, Magoro 70, and Kacheera II 66. These, on each of the 2 project sites scored 6 of 35.

- d. The project undertakes ecological surveys to monitor the densities of v undertakes economic survey to document the project's socio-economic improvement. As discussed in the conclusions sections, the projectables make contributions.

Keeping in view, the shortcomings in the LFA and monitoring, the [moderately satisfactory] on a scale of 1 to 6 [6 is highly satisfactory]

3.2.5 PROJECT COORDINATION AND IMPLEMENTATION

In general, the coordination and implementation by UNDP, IUCN were problematic. The project delayed the start of the project by one year. The main implementation constraint was the phasing project activities to inflation quarterly advances by UNDP, which delayed implementation. However, the partnership model developed which IUCN coordinated the activities with all the partners effectively.

The participatory processes to develop the CCA management plans [CBO] took a long time and were quite expensive. It could be implemented in the earlier years of the project. There have been processes had been implemented should have been done and legislative could have been 2 years. At the end of the mission, the mission was received firm approval for the project.

3. PROJECT RESULTS

3.3. OVERALL RESULTS

The development objective of the project was to establish and strengthen within community conservation areas biodiversity which was measured by four indicators. The

Description	Description Indicator	End of Project Achievements
	conservation	<p>14 indicated that all the districts implementation of activities, the allocation of budget to the districts is around Chief Administrative Officers of the districts. Some of these local government towards infrastructure development contribution of the districts for domestic water points at CCA sites drafted a wetlands management plan in 2012 and January 2013, all 4 District Technical Planning Committees Community representatives targeted selected CCA management plan activities.</p>
<p>Outcome 2: Sustainable use of diverse wetlands implemented loss of biodiversity function</p>	<p>Wetlands strategy adopted</p>	<p>Principally, wetlands strategies have been beneficiaries at all 6 CCA sites. result, wetlands activities that have impact on biodiversity have been site, tourism is steadily being taken who guide visitors to watch birds, fishing, scenery and biodiversity research.</p>

Description	Description of Indicator	End of Project Achievements
	<p>sustainable strategies are maintained to ensure biodiversity positively contribute over 4 years</p>	<p>introduction of the CECF, which can be used by households on condition that they do not engage in activities that cause biodiversity loss. This explains the positive correlation between the two variables. Also, the increased income from sustainable activities has enabled them to have themselves cash to invest in the positive correlation. Key evidence that biodiversity has been conserved at the boundary were marked and demarcated. Kacheera I and II CCAs to discourage illegal fishing at Bisi-Opeteta site, communities regularly involved in monitoring and enforcement activities. The vulnerable (Babae ne) crops the globally regionally near threatened species. Kacheera I, II and CCAs have successfully regulated illegal fishing, resulting in higher value fish as indicated by Testimonies from community members. Evidence from one CCA member, James, Kapir-CO monitoring visit, 28th March 2013, birds, which are today not being kept as baits for fish use fishing gear today. The community which are safer.</p> <p>The project inventoried and mapped economic values of wetlands at 6 biodiversity survey reports; and one KAP survey report.</p>
<p>Outcome 3: Community conservation for wetland biodiversity integrated in national wetland planning process national PA</p>	<p>UWA recognition of community conservation</p> <p>Community conservation are integrated in wetlands plan</p>	<p>It has been discussed and agreed to the objective. UWA is currently reviewing guidelines for establishing wetland drafted under the project.</p> <p>The project produced two publications to disseminate lessons learnt and was also carried out in Romania in Bucharest, Romania in 2012. A major event National Policy review meeting planning mechanism is replicated in other countries through a network.</p> <p>The MW has drafted guidelines for CCAs in Uganda, based on the project. Once published and disseminated, it will provide a way to promote replication of the</p>

2009

2010

2011

2012

2013

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Descrip	Perform Indicat	Baseli Level	Target Level end of projec	Level at 3 2009	Level at 3 2013	Terminal Evaluatio Comments	Rating
Develop Objectiv Communi regulati sustain wetlands resource establis and strength within communi conserv areas ho wetlands importan biodiver	Increase participa local communi biodivers and wetl managem	No suc exists	3 PAs i each of distric	No such P yet as it process to establish and so no can be sta this time. However, initiate th process, a meetings project sit [Bisi-Op Lakmburo Nakivale] undertake through cc financi the Suppo Ramsar pr and the UNDP/SGP support to Conserve the local the L. Bisi Opeta proj Local wetl manageme systems/st were put i	100% of this it has been ac considering project boar recommende reduction of target from CCA. The proj also regist participatio adjacent com targeted. Opeta involv development management each of the and they are involved implementat these plans general man of the CCA based on loc agreed rules regulations. the L. Bisi Opeta proj Local wetl manageme systems/st were put i	6 CCAs esta instead of o CCAs, due t lengthy proc to establish a manageme PA endorsed decision to number of C from 9 to 6 meeting held July 2011 Consequently area covered CCAs was re	

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Descrip	Perform Indicat	Baseli Level	Target Level end of projec	Level at 3 2009	Level at 30 2013	Terminal Evaluatio Comment:	Rating
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Descrip	Perform Indicat	Baseli Level	Target Level end of proje	Level at 3 2009	Level at 3 2013	Terminal Evaluation Comments	Rating
	revenue streams.			analysis was carried out led to the development of community resource management groups for CBOs by and through UNDP/SPG funding, Uganda in awareness initiatives Community Conservat Committee [CCCs], an alternative livelihood activities	roles and responsibilities including management revenue from tourism, fish the CECF. T management structures h agreed upon democratica selected by communities	properly managed. The member highly motivated, proactively part in lake monitoring, biodiversity monitoring of schemes, nurseries and plantations. Respondents requested CECF fund current of \$3,000 is expected for significant livelihoods	
	METT scores for all Community Conservat Areas establish show an increase		Both METT figures 35	METT scores reporting	Progress with METT is 100% consistent that METT scores for all the C have been established they show a from the baseline. All the 6 have a score above the target for each of project sites		

Terminal Evaluation Report of the 2013 WEB Project

Descrip	Perform Indicat	Baseli Level	Target Level end of projec	Level at 3 2009	Level at 30 2013	Terminal Evaluatio Comment	Rating
conserv. areas	wetlands establish with manager plans in p		wetland with financi	targeted nur	support for CCAs from 5	IUCN/Irish	

Terminal Evaluation Report of the 2013 WEB Project

Descrip	Perform Indicat	Baseli Level	Targe Level end o proje	Level at 3 2009	Level at 30 2013	Terminal Evaluatio Comment	Rating
---------	--------------------	-----------------	----------------------------------	--------------------	---------------------	----------------------------------	--------

All target No dist
 districts, sub-boun
 county a council
 other loc
 use plan
 include
 communi
 conserva
 areas.

Terminal Evaluation Report of the 2013 WEB Project

Descrip	Perform Indicat	Baseli Level	Target Level end of project	Level at 3 2009	Level at 3 2013	Terminal Evaluation Comments	Rating
					targeting fu integration selected CC management activities.		
Outcome: Sustainable strategy adopted without loss of biodiversity function	Sustainable strategy adopted without loss of biodiversity function	No project area/site use str	3 districts and 9 communities conserving wetland resources	Communities planning processes commenced in two areas/ is through processes sustainability strategies identified for promotion	Principal beneficiaries adopted by CCA sites of the districts, planned 3 districts adopted the activities that have more adverse impact biodiversity been adopted sites. At the Opeta site, tourism is being taken communities guide visitors watch birds, canoe rides fishing, scenery viewing and biodiversity In 2012 along Magoro CCA saved about from tourism and own Vill Saving and Association At Kacheera Lake Nakivale they now voluntarily mark wetland boundaries, illegal fishing protection of sections that known as major breeding ground and continue up soil and conservation activities in catchment thereby reduce rate of lake	These strategies are followed by communities monitoring the status of different species the lake being strictly observed of fishing activities This has enabled	

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Descrip	Perform Indicat	Baseli Level	Targe Level end of proje	Level at 3 2009	Level at 30 2013	Terminal Evaluatio Comment	Rating
---------	--------------------	-----------------	-----------------------------------	--------------------	---------------------	----------------------------------	--------

sedimentation
potential bio
loss. Kache
Lakshakivale,
Magoro and
CCA groups
contributed
construction
boats [approx
\$4,800] to m
against illeg
and encroac
wetlands tha
fish breedin

Terminal Evaluation Report of the 2003 WEB Project

Description	Performance Indicators	Baseline Level	Target Level at end of project	Level at 30 months 2009	Level at 30 months 2013	Terminal Evaluation Comments	Rating
					<p>biodiversity are instead inwises active. This explain positive correlation between the variables. A initial benefit wisues e.g. increased in form sustain fishing and tourism] have themselves biodiversity conservation thus the positive correlation. evidences that biodiversity been conserved that 62 km wetland boundary was marked demarcated Nakivale and Kacheera I CCAs to discourage encroachment. Bisina communities hunting and actively involved monitoring the globally regionally vulnerable species and the globally threatened species. Weaver Ploceus spekei at Kacheera I, Nakivale CCAs have successfully regulated illegal fishing, resulting in increased catch of larger and higher value fish and by the fish. Testimonies from communities evidence that Bisina has rules which are to be killed. We</p>	<p>Goose Nettapugusur rare in other with a total individuals, Jacana capensis 167 Purple Heron purp [East A 208 and the winged Tern leucorhynchus palearctic migrant] with individuals. apart from Africa and the Comoros Squacco Heron (A. ralloides) showed stable numbers, the species such as heron, Pied Kingfisher [the food chain] and Lesser Jacana all increasing the</p>	

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Descrip	Perform Indicat	Baseli Level	Target Level end of proje	Level at 3 2009	Level at 3 2013	Terminal Evaluatio Comment	Rating
					pieces of ch for big fish. no use of fish gear today. community i big boats w safe Abaca J Kapir reside UNDO monitoring v March 2013. However, pr rated at 80% considering baseline, n b bird surveys term monitoring was collecte terminal sur not conduct financial lim		

Outcome UWA UWA as
 Commun recogniz not
 conserv. communi recogni
 models conservacommun
 wetland areas conserv
 biodiver
 are inte
 into nat
 wetland
 planning
 process
 national
 network

Terminal Evaluation Report of the 2013 WEB Project

Description	Performance Indicators	Baseline Level	Target Level at end of project	Level at 30 months (2009)	Level at 36 months (2013)	Terminal Evaluation Comments	Rating
					<p>opportunity to expand PA coverage in the country, enhancing UWA's ability to achieve their targets. Additionally, UWA is currently reviewing the practical guidelines for establishing wetland CCAs in Uganda that were drafted under the project. This provides an additional opportunity for recognition of UWA.</p>	<p>The MVE has recognized the usefulness of the CCA model and</p>	
		<p>Community conservation models are integrated into national planning system and the national system</p>	<p>Community conservation models with replicable processes already in place</p>	<p>Community conservation models with replicable processes already in place</p>	<p>Community conservation models with replicable processes already in place</p>	<p>The MVE has recognized the usefulness of the CCA model and</p>	

demonstrate the replication of the model. GEF financing served as other donor financing. Prior to this, the wetland management activities were carried out by the local government. The project also contributed towards the achievement of objectives set out in the project document.

Keeping in view the above facts, the mission has been successfully completed to the satisfaction of the donor and the government.

3.3.3 EFFECTIVENESS AND EFFICIENCY

The project was supposed to establish 9

took place at a minimum cost and involvement of legal advisors, which is inefficient. These interventions that have lived in the communities. Lastly, it is very important to identify, in advance, a which can be exploited to promote project lessons. As explained earlier, the project should have concentrated on the site to show an coordinating and managing activities at two sites that were country reduced efficiency.

The project followed the management approach discussed in the objective change was made to the project to fit the needs of the reservations of LFA. The project followed UNDP accounting and financial management, the more serious audit reports.

As required by UNDP, quarterly reports were produced and submitted for disbursement of funds for subsequent management. Adaptive integrated plans and budgets for the project were prepared and approved by the governments as recommended by the PAC in July 2011.

At the time of project completion, the project started one year, therefore, the project was not fully realized. However, resources were utilized efficiently and the project had a positive impact on the local financing was realized.

By design, the project implementation was a collaboration between UNDP, UWC and Government. Work plans were jointly developed. The level of partners was highly efficient as UNDP and UWC activities were coordinated to avoid duplication. IUCN and WMD took lead on separate activities. This allowed activities to be implemented cost and in a timely fashion. Planning helped to harmonize partners' approaches and mobilize resources on a need basis. In addition, the IUCN Technical Coordinator for Eastern and Southern Africa supported project activities; and the GEF/UNDP RTA based in Pretoria provided oversight.

The benefits of the project in terms of conservation of biodiversity are measured in monetary value. The project covered an area of 13,184 ha. The total number of beneficiaries is estimated to be 20,870. The total budget divided over number of beneficiaries as US \$ 7.5 for 4 years, and the project is highly effective.

Based on the above facts, the mission has awarded a rating of 5 [highly satisfactory].

3.3.4 SUSTAINABILITY

Financial sustainability of the interventions was not considered at the community level, the CBOs are self-sustainable. The organizations have received about \$ 3,000 as a time-limited grant, and almost an equal amount of funds have been received from community activities. At the sites, the community members are micro-enterprises that it would be returned to the community. The amount accrued is revolved back to the CBOs and their income by using

Table Budget Allocation by Districts in the COBWEB Project Area
Activities Similar to COBWEB Project

Activity/Output	District	Amount [Million UGX]	Amount [US \$]
River Bank and Wetland Restoration • Wetlands demarcation and restoration • Stakeholder Environmental Training • ENR monitoring • Surveys for Monitoring and Evaluation Compliance	Isingiro	179	71,600
Quarterly visits to fragile and areas • Community sensitization natural resource management through talk shows, community level, council and DTPC • Tree planting by community and household level • Sensitization of public on global warming	Katakwi	82.4	32,960
Community Training in Wetland management • Surveys for Monitoring and Evaluation Compliance • Land Management (Subsistence, Value adds and lease) management • Community Training in Wetland management	Rakai	52	20,800
Establishment of the district nurseries • Protection of degraded wetlands • Promotion of ecotourism • Compliance monitoring and evaluation	Ngora	56	22,400
		TOTAL	147,760

However, both the MWEs expressed their desire to covering most of the districts, to get sustainable financing of the CCA model.

Economic Sustainability project is well observed as all the stakeholders (MUG, District Government, civil society organizations [IUCN, NU, UW communities, registered, see this project to the Government is satisfied it is contributing towards Uganda commitments such as CBD, Ramsar and UNFCCC, and also improving the livelihoods of the District Government see this project as an opportunity for them to establish their credible local communities are fully aware that their survival depends on the project. The partner NGOs are eager to up scale the successful initiatives.

The opportunities for micro business in Uganda have created a growth of awareness amongst the private sector. A businessman from London [taught Mathematics in Teso College Aleot] has approached the CA interest to purchase a plot of Kapir rock for the establishment of a hotel. The proposal is to build a hotel for accommodation of up to 40 people,

³Communication addressed to CA2011@gmail.com dated 4@Novail.com]

rides and tourist sailaris to show the occupational is being considered by district admintistrations demonstrates the interest of the private sector to est

At Lake Nakuru, there is a major camp of refugees housing about 10 is managed by the UNHCR. There is a forest plantation established by the NEMA / District Government, that this is observed several years ago by the camp authorities and communities need to be sensitized to save this plantation.

During field visits, the mission observed that the local people and highly factious. An example, in community consultations with [Kapir County Development Association, Kapir Sub-District], one of the Members of [Ms. Salama Alice Opada, Member District Council] in consultations, she has been mobilizing the district council and administration for September 2009, the honorable Minister for Water and Environment Parliamentary Committee for Natural Resources participated in a field tour and Pallisa districts and attended a workshop on integrated issues committed to provide necessary administrative support. Therefore, the mission does not see any social or political barrier against the

Institutional Framework-The Government's policies towards wetland conservation are supported by district councils and decent

The results of COBWEB project towards the achievement of National Development Plan (2011-2014), which has objectives to restore degraded forests, lands and catchments to appropriate levels, and ensure sustainable environmental resource management. Minimizing that the environment contributes to the productivity of other sectors like agriculture, fisheries and industry response to Uganda's capacity at national, district and community level management of environmental resources as to minimize degradation and development.

The project was intended to support the 2006 UNDAF Outcome 2 by promoting livelihoods and sustainable income and sustainable livelihoods towards sustainable livelihoods and employment among vulnerable segments of the population supported to achieve the current UNDAF Outcome 2.3, which states that communities, Government, Civil society and the Private Sector are environment and natural resources for improved livelihoods and to contribute to

The project contributed to CPAP outcomes by building local government and institutions to sustainably utilize and manage the CPAP sites resources have been applied towards the achievement of CPAP natural resource management and energy resources are used and managed in a manner that is sustainable and reduction ; as well as the following CPAP output

- [i] Selected policies and strategies for sustainable Environment, Natural Resources and Climate Change adaptation/ mitigation and DRR/M in place;
- [ii] Sustainable Environment, climate change adaptation and mitigation pilot initiatives implemented by Local Government and community organizations.

3.3 IMPACT

Impact evaluation assesses the changes that can be attributed to a particular program or policy, both the intended ones, and the unintended ones. It is a monitoring, which examines whether targets have been achieved, in the question of outcomes that are expected to have changed if the intervention had not been undertaken. It involves counterfactual analysis, that is, a comparison of what happened and what would have happened in the absence of the intervention - and effect questions. In other words, they look for the change attributable to the program.

The impact of COBWEB was first felt on the livelihoods of local communities, extension of PAs and conservation of biodiversity, and thirdly on the process indicators, such as maintenance of lakeshore buffer zones, biodiversity and increase in species numbers. Increase and improved income, increase of productivity per unit and income being earned from ecosystem will have a high impact on natural resource conservation and livelihoods, which otherwise would have been threatened. The impact of the project intervention on biodiversity conservation and sustainable livelihoods are yet to be conducted during the two years of the project. However, the process indicators are signs.

The worst case scenarios could emerge if the highway network worldwide

4.0 CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNT

The aim of the COBWEB project was to develop a paradigm and a representative wetland systems adjacent to two terrestrial protected Park and Pian

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0038518909999

leads to poor control for the production of results, and the work plan left at the discretion of IPs.

Lesson 1 In future projects, UNDP/GEF should ensure that a quantifiable target to be achieved for each output. A review of target processes and activities should be provided to ensure that the results planned versus actually achieved are met.

Provision of WASH (drinking water and hygiene facilities) is essential at the lake shores at the communities at Rong Lake. It is noted that they had to collect drinking water from the lake, and many times the water is contaminated by crocodiles. When the people visit the lake, they get biased and are lured to cut

Lesson 2 The mission recommends that in future projects, WASH (water and hygiene) should also be provided to the communities, making them sufficient community water pumps [hand / solar pumps] should be provided. If people do not have a need to go to the lake to

4.2

for millions, provided they are planting. This is not a grid with a nurse as
demand for seedlings, which calls for establishment. The entire maintenance m4

100% children were present. A woman at Kapir reported that the income has enabled her family to send her son in Kenya to get higher education.

Lesson The COBWEB project has offered an example of mainstreaming gender development process and women economic empowerment. UNDP can apply this approach in all the projects.

Valuation of lakeinegenerates the people appreciate the wetlands as water holding the solid wastes, absorbing the heavy metals and carbon dioxide. Wetlands also play an important role of feeding fish for most. Wetlands also serve as a source for human consumption but also host hundreds of other species which are disappearing from the area. Wetland degradation affects the survival of other species.

Law enforcement in the area of the boundaries was performed by NEMA in collaboration with the District Government. NEMA has obtained the coordinates of the area which is a scientific evidence. Furthermore, the assistance of the Prime Minister's Office, NEMA in collaboration with the District Government has planted ambiguity in the area. Lake monitoring to stop illegal fishing [use of inappropriate breeding sites and inappropriate] is necessary for the CBO. CBO has a defense department which is to collect illegal fisherman's catch against thieves in the area. This is a highly effective measure for enforcement that generally police does not take care of. The thieves, who are disappointed by the motivation.

Recommendation The local police should also be sensitized about the sustainable use of biodiversity in the area. The Government should establish problematic areas.

Degradation of buffer zones by illegal fishing [Lake Nakivale], NEMA communities settling

Lesson 8 In future projects, assistance should be provided to establish trees to meet the increasing demand and to support mountain areas should also be compensated using Payment of Ecosystem Services approaches on the basis of trees standing in the buffer zones, and broader private sector incentives to establish small businesses should be provided if it is made possible by the growing trees and shrubs and using natural resources endowed wisely. Develop facilities at other landing sites and harbours. This is a double benefit and scale up project.

Lesson 9 For scaling up purposes, the IPs should jointly develop common languages for defining the key interventions. These should cover lake boundary demarcation, mapping of economically important tree species in farmlands, starting a business of plant nurseries, orchard management, sustainable fish production and processing, and ecotourism. These guidelines would be used by other communities. UNDP has secured a grant from GIZ for replicating the model in Rwanda. It is expected that it will develop such guidelines and distribute them amongst the CBAs for wider dissemination and education of the communities.

4.5 WAY FORWARD

Continuation of support to communities. The COBWEB team has done an incredible job to organize the communities and has shown them the value of lake resources judiciously and developed a business plan to mitigate the negative climate change impacts, including in the form of droughts but likely to be flash floods as well. This was done during the last 2 years of project. Communities, district and central government are expressing an interest to scale up the model. The Permanent Secretary recommended that the successful interventions should be scaled up to cover the districts already covered by UNDP to provide technical assistance, which is under the form of designing a SWAMP project [Systematic Wetland Assessment and Management] mission offers the following recommendation in this regard:

Recommendation 8 UNDP should develop a Support Document [PSD] for SWAMP covering all the wetlands in Isingiro, Rakai, Katsikwe, and Ngorongoro. [Government and civil society organizations] should be part of the project to promote tourism. It could be termed as SWAMP for Joint Inclusive Development GAINS project to include the upstream as well as downstream and protecting the sustainability of resources as well as from climate change. The project should cover the entire four lakes identified in the PSD. Technical assistance should be provided for production of fish and other fisheries. Further, support should be provided to ensure that the impact due to heavy rains will negatively impact the downstream communities in the north-east support provided for dryland farming to provide communities in their areas instead of them looking towards the lake for resources indiscriminately. Such a project should also have interven

- ø§ UNDP core resources and GEF;
- ø§ Central Government of Uganda for soft component as well as hardware facilities, and rehabilitating degraded roads;
- ø§ NUSAF2 [Second Northern Uganda Social Action Fund]
- ø§ District Governments to impose and collect (particularly in the rural areas) taxes on charcoal and wood; and support interventions from the revenues collected;
- ø§ Community private sector partnership to generate income for the CBCs;
- ø§ Multilateral donors;
- ø§ Egypt-Uganda Water Working Group
- ø§ Nile Basin Initiative
- ø§ Water tax, where the Water Supply Companies should allocate a portion of water sale as the wetlands serve as water cleaning and purification;
- ø§ Hydropower generating companies to contribute to the project.

ANNEX TERMS OF REFERENCE

CONSULTANCY FOR TERMINAL EVALUATION OF THE EXTENDING WETLAND PROTECTED AREAS THROUGH COMMUNITY CONSERVATION INITIATIVE (COBWEB) PROJECT

Background

The Extending wetland and protected community conservation initiative aimed at strengthening the Uganda Protected Areas network and expanding the coverage network to include the country's biologically important wetlands and Lake Bisina-Capeta sites in South Western and North Eastern Uganda. More specific needs of wetlands to allow for the development of protection that are implemented by rural communities to other PA systems across wetland Community Conservation Areas are designed to optimize the effectiveness and sustainability of the expanded PA networks. The project was implemented by the International Union for Conservation of Nature Wetlands Management Department (IUCN) in collaboration with the Ministry of Water and Environment, Uganda Wildlife Society (UWS) and the Ministry of Lands, Urban Planning and Construction. The project had a total budget of US\$9,800,000 from GEF and UNDP Core resources for duration of 4 years from 2008 to 2012 June 2013. The expected outcomes of the project were:

- Biodiversity in wetlands is conserved with communities as
- Wise strategies for wetlands implemented without loss of biodiversity
- Community conservation models integrated into national planning and

In accordance with UNDP and GEF and procedures, UNDP and GEF support GEF financed projects are required to undergo a terminal evaluation. These terms of reference set the expectations for the terminal evaluation of the Extending wetland protected areas through Community Conservation Initiative upon this background that UNDP wishes to recruit a team of two individuals

- **Relevance:** How does the project relate to the main objectives, environment and development priorities at the local, regional and national levels?
- **Effectiveness:** To what extent have the expected outcomes been achieved?
- **Efficiency:** Assess whether the project has been implemented in accordance with norms and standards?
- **Sustainability:** To what extent are there any financial, institutional, social or environmental risks to sustaining project results?
- **Impact:** Assess whether there are indications that the project has contributed to reduced environmental stress and/or improved ecological status?

Evaluation approach and method

An overall approach and method for conducting project terminal evaluations of UNDP financed projects was developed over time. The evaluator is expected to use the criteria of relevance, effectiveness, efficiency and impact, as defined in the UNDP Guidance for Conducting Terminal Evaluations of UNDP Projects. A set of questions covering each of these criteria have been developed and are

In addition, interviews with key informants and stakeholders will be held. Discussions, Interviews, Field visits, Observations, Participation of

Project financials:

The evaluation will assess the key financial aspects of the project including planned and realized. Project cost and funding data will be required between planned and actual expenditures and expenditures. Results from audits, as available, should be taken into consideration. The evaluation Country Office and Project Team to obtain financial data in order to

Terminal Evaluation Report of the COBWEB Project

- Writing and compilation of the information and reports as needed
- Responsibility for presenting and highlighting achievements and making practical recommendations to decision makers and stakeholders
- Finalization of Terminal Evaluation Report.

Reference Materials

- Project Document for the Extending the Reach of the Internet in Cambodia
- Quarterly and Annual Project performance Reports
- Project Implementation Report
- Project Monitoring Evaluation Tracking Tools
- Project M&E Plan
- Final Project Mid Report Review
- UNDP GEF Evaluation Report Format
- UNDP Quality Criteria for Evaluation Report
- Ethical Code of Conduct for Evaluation in UNDP
- The Evaluation Policy of UNDP
- United Nations Evaluation Group Standards for Evaluation in the UN System
- Norms of Evaluation in UN system
- Any other relevant documents identified
- Guidelines for Ratings
- Terminal Evaluation Report Template

Evaluator Ethics:

Evaluation consultants will be held to the highest ethical standards of conduct upon acceptance of the assignment. UNDP evaluations are guided by the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'.

Duration of the Work

The expected duration of the assignment is six months.

Duty Station

The International Consultant will be based in Phnom Penh, Cambodia with field travel to the project sites. UNDP will also provide for the travel expenses for the consultant.

- PhD or MSc in natural resources/forest management, socioeconomic development or related fields.

Experience:

- At least 10 years experience in natural resources/forest management, socioeconomic development or related fields.
- Substantive knowledge of participatory M&E processes, CBOs/community development processes, experience in land of ecological corridors, and country experience in Uganda.
- Experience in the evaluation of technical assistance development and major donors, in some structured under principles and expected impacts in terms of global best practices.
- Experience in leading multi-national teams to deliver high-quality work in short deadline situations.
- Extensive experience working with developing countries, particularly in Africa, and experience supporting countries in Africa, particularly in the area of climate change.
- Excellent knowledge of international processes and mechanisms as they relate to LEDS, NAMAs, and MRV.

Language requirements:

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ANNEX. MISSION ITINERARY

Date	Activity	Responsible Persons Contacts
19-23 October	Review of documentation	Home based; Consultants
24 October	Submission of draft inception report	Home based; Consultants
24-25 October	UNDP to provide feedback on the report	Mr. Onesimus Musinguzi Mr. Daniel Omodia UNDP
	Consultants continue to review inception report as per UNDP comments	Home based; Consultants
	Mobilization of persons to be contacted	
28 October	Arrival of Team Leader in Kampala	Dr. Chayalatah
29 October 9:00 am	Initial meeting with UNDP to present the project Discuss highlights of project inception report	Consultants, Mr. Onesimus Musinguzi Team Leader and Omodia Program Manager
	Project authorities are implementing the project review the schedule and get the project approved	PMU, IUCN
2:00 pm	Travel to Mbarara for SW Uganda	

Terminal Evaluation Report of Ntdw. 2013 WEB Project

Date	Activity	Responsible Pers Contacts
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Terminal Evaluation Report of Ntdw. 2013 WEB Project

Date	Activity	Responsible Pers Contacts
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ANNEX I LIST OF PERSONS INTERVIEWED

Names	Institution	Designation	E-mail
Mr. David O Obong	Ministry of W and Environm		

Terminal Evaluation Report of the 2013 WEB Project

Names	Institution	Designation	E-mail
		UWA focal point Programme (PWW) on PAs under th	
Dr. Festus E	National Environment Management Authority (NEMA)	Natural Resource Management Specialist [Terrestrial]	fbagoora@nemaug.ug
Mr. George	National Environment Management Authority (NEMA)	Natural Resource Management Specialist [Aquatic]	glubega@nemaug.ug
Mr. Fred On	National Environment Management Authority (NEMA)		fonyai@nemaug.ug
Mr. Akankwa Barirega	Ministry of Wildlife and Antiquities	Principle Wildlife	akankwasah@gmail.com
Mr. Mwesigye Joseph	Isingiro DLG	District Environment Wetlands Office	mwesigyejoseph@gmail.com
Mr. Bwengye Emmanuel	Isingiro DLG	District Forest Office	ema.bwengye@yahoo.com
Mr. Mpora Vincent	Isingiro DLG	District Community Development Officer	mporovicent@yahoo.com
Mr. Besiga Stephen	Isingiro DLG	District Planner	bsgststephen@gmail.com
Mr. Muhwezi Stephen	Isingiro Lake Nakivubo Conservation Initiative (LNCCI)	Chairperson	0751934875
Mr. Agaba Robert	LNCCI	Secretary	0772192537
Mr. Beyende Bernard	Rukinga BMU	Chairperson	0751812533
Mr. Mayanja	Rakai DLG	Deputy CAO	mayanjayahsion@gmail.com
Mr. Jamil Ki	Rakai DLG	Ag. District Natural Resources Officer	jamilkiyingi@yahoo.com
Mr. Robert Muhanguzi	Rakai DLG	Sub-county health/Environment Officer and Project Focal point	Kagire.ft@gmail.com
Mr. Okiria L	Rakai DLG	Fisheries Office Coordinator	0772653902
Mr. Kyebambe El	Lwebiriba BMU	Chairperson	0753249292
Mr. Habiman Jackson	Lwebiriba BMU	Defense Coordinator	0755203077
Alpo Scola	Katakwi DLG	Deputy Chief Administrative Officer	aluposcola@yahoo.com
Ms. Apolot Elizabeth	Katakwi DLG	Ag. District Natural Resources Officer	lizapolot@yahoo.com

Terminal Evaluation Report of Ntche. 2013 WEB Project

Names	Institution	Designation	E-mail
Mr Adele Do	Lake Opeta Community Conservation Association (LOCCODABO)	Chairperson	0778044039
Elungat Pat	LOCCODA CB	Incharge Ecotou	
Mr. Beyeza Davis	Ngora DLG		



ANNEX V. LIST OF DOCUMENTS REVIEWED

A. Project Documents

- o§ Review of prior SGP project
- o§ Project Information Form [PIF]
- o§ Inception report
- o§ IPs capacity assessment report
- o§ MOUs with IPs
- o§ Log frame analysis
- o§ List and contact details for project staff, key project stakeholders and other partners to be consulted

ANNEX RECOMMENDATIONS, MANAGEMENT RESPONSE AND TR

Project: ~~Eastern Wetland Protected Areas~~ Community Conservation Initiatives [COBWEB]

Project P10160 #:

Terminal Evaluation ~~Completed~~ November 2013

Key Issues Recommend Recommend The District Governments work with th to include ar	Manageme Response	Key Action	Timefram	Responsible	Status	Comment

Terminal Evaluation Report of the 2013 WEB Project

Key Issues Recommend	Management Response	Key Action	Timeframe	Responsible	Status	Comment
<p>Governments, CBOs, IUCN, NU and private sector should develop partnerships to share responsibilities and revenues. Each intervention could provide financial sustainability for CCAs, and help refrain communities from encroaching in the lake area during drought periods.</p> <p><u>Recommendation</u> The mission recommends the return of field offices immediately so that proper technical support to communities</p>	<p>and Districts to work in partnership with NGOs to develop ecotourism revenue sources then tender the facilities to the private sector to collect revenue and share with the beneficiaries subsequently</p>	<p>between District sub counties and private sector NGOs (IUCN, UWS and NU) developing sources and sharing protocols for CCAs</p>		<p>Katakwi, Ngoma, Isingiro and Katakwi.</p>	<p>completed</p>	

Terminal Evaluation Report of the 2013 WEB Project

Key Issues Recommend	Management Response	Key Action	Timeframe	Responsible	Status	Comment
Recommendation IUCN and other partners should undertake a study on the impact of project intervention on socio-economic development and improvement of project. This is essential to convince communities to follow the conservation approaches on hand and to attract funds from the government and donors for similar projects in the future.	Agree	Need for UNDP to write to IUCN and other partners particularly Ministry of Environment and Natural Resources to undertake a study on impact of project intervention	March 2011	UNDP	Not complete	To be followed
Recommendation IUCN should undertake a study to determine the economic value of lakes and wetlands resources in the project. This will help justify fund allocation to wetlands and strengthen management of resources for the benefit of the users.	Agree	Need for UNDP to write to IUCN and other partners particularly Ministry of Environment and Natural Resources to undertake a study to determine the economic value of project intervention	March 2011	UNDP	Not complete	To be followed
Recommendation Local police	Agree	UNDP to write to	March 2011	Ministry of	Not complete	To be followed

Terminal Evaluation Report of the 2013 WEB Project

Key Issues Recommend	Management Response	Key Action	Timeframe	Responsible	Status	Comment
also be sensitized about the biodiversity conservation and sustainable use of biodiversity. CCAs and the Citizen Police Liaison Committee should be established to address the problematic		share the Terminal Evaluation report with the Ministry of Water and Environment as well as the Ministry of Police and Environment to inform the local police authorities the issue and its support and enforcement		and Environmental Protection and District Government		
Recommend that DEO, DFO and Ugandan local residing in the should liaise with refugee communities and UNHCR to sensitize them and undertake an activity in the zone. IUCN and other NGOs should develop some mechanism for communities to buffer zone monitoring and payment mechanism based on the [payment for ecosystem services] principle earned from of mature trees	Agree	Write to share Terminal Evaluation report with and DFOs	March 2011	UNDP Energy and Environment Unit	Not yet completed	To be followed up

Terminal Evaluation Report of the 2013 WEB Project

Key Issues Recommend	Management Response	Key Action	Timeframe	Responsible	Status	Comment
revenue from and tourism could be used cover the PE						
Recommendation The UNRA must improve roads leading to P in general and Ramsar sites particular so experts could the sites more frequently, and local communities and tourism could be pro	Agree	Need to write and share the report with	April 2014	UNDP and Ministry of and Environ	Not yet done	To be followed
Recommendation UNDP should develop a Program Support Document [P SWAMP cover the wetlands Isingiro, Ruk Katakwi, Ng other districts same partner model [Govern UNDPGEF civil society organization be adopted with private promote eco	Need to continue with Government (Ministry of and Environment Ministry of Planning and Economic Development as the relevant District Local Governments whether this is a priority	Need to write and share the Terminal Evaluation report recommendations with WFP, MoFPED and Districts	April 2014	UNDP Energy and Environment Unit	Not yet done	To be followed

Terminal Evaluation Report of the COBWEB Project

Key Issues Recommend	Managemen Response	Key Action	Timefram	Responsible	Status	Comment
tourism could be termed as a project or CLIMATE PROOFING LOCAL DEVELOPME GAINS proje include the as well as downstream communities extending an protecting communities PAs from ov harvesting of resources as from climate The project scale up to entire four l identified in COBWEB pro						

⁸ SWAMP (Systematic Assessment and Management Project)

ANNEX I. QUESTIONNAIRE USED

A. PROJECT FORMULA

1. Were the project's objectives and components clear, predictable
2. Were the capacities of

C. ADAPTIVE MANAGEMENT

H. UNDP AS EXECUTING AGENCY

1. Whether there was an appropriate focus on results?
2. Did UNDP provide support to IPs and project team adequately and
3. Were the annual reports were produced in time?
4. Were the risks managed effectively?
5. What were the response to solve implementation problems?
6. What were the salient issues regarding project duration and how and sustainability?

I. FINANCE

1. Was the project accounts audited every year, if so highlight major
2. Financial control flow of funds, budget revisions, etc.

J. FINANCING

1. Was there a sufficient clarification in the submitted and cash contribution from all listed sources?
2. Were the project components supported by external funders within project?
3. Quantity of additional financial resources from identified donors, foundations, Government, communities and private sector?

K. CO-EFFECTIVE FACTORS

1. Compliance with the incremental cost differential and associated funding
2. Did project completed the planned activities or not meet the expected of achievement of Global Environment and Development Objectives as effectively as initially planned
3. Did the project used benchmark or comparison approach [did not project similar contexts]

L. MAINSTREAMING

1. Define positive and negative effects of project on local population improved NRM with local groups, improvement in policy framework redistribution and r

4.

6. What is the increase in income levels of communities?
7. What is the school enrollment rate in the community?
8. What is the increase / decrease in theft or other crime?
9. Is the water level in the lake increasing or decreasing?
10. What about fish catch, is it increasing or decreasing?
11. What about the numbers of indicator species of fish [water quality?]
12. What are the external factors which help to minimize and so environmental impacts?

P. SUSTAINABILITY

Financial

1. Are there financial risks that may jeopardize the sustainability of the project?
2. What is the risk of financial and economic resources not being available for the project? Macro analysis picture, other donor analysis

Socio-Economic

1. Are there social or political risks that may threaten the sustainability of the project?
2. What is the risk for instance that the level of stakeholder ownership of the project outcomes / benefits to be sustained?
3. Do the stakeholders see that it is in their interest that the project be sustained?
4. Institutional Framework and Governance Risks
5. Do the legal frameworks, policies and procedures within which the project operates pose risks that may jeopardize sustainability of the project?
6. Are requisite systems for accountability and transparency in place and working?

Environmental Risks

1. Are the ongoing activities that may pose an environmental threat to the project outcomes? For example, biodiversity loss, land degradation, water risk, frequent severe storms?

Q. CATALYTIC ROLE

1. Production of products / development of new technologies
2. Demonstration / development of demo sites, successful information dissemination
3. Replication activities, demonstration and/or techniques are repeated nationally or internationally
4. Scaling approaches developed through the project are taken up and becoming widely accepted, and perhaps legally required

ANNEX I EVALUATION CONSULTANTS AGREEMENT

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

Name of Consultant

Dr. C. Inayatullah, Team Leader

Dr. Willy Kakuru, National Consultant

Name of the Consultancy Organization

We confirm that we have read and understood and will abide by the UN Code of Conduct for Evaluation.



Name: Dr. C. Inayatullah
9 October 2013
Islamabad, Pakistan



Name: Dr. Willy Kakuru
9 October 2013
Kampala, Uganda

