Terminal Evaluation Report

for the

Strengthening the Capacity of Institutions in Uganda to Comply with the Transparency Requirements of the Paris Agreement (CBIT Uganda) Project

Submitted to:

Conservation International Foundation

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Project Information

Project Title:	**Strengthening the Capacity of Institutions in Uganda to Comply with the Transparency Requirements of the Paris Agreement (CBIT Uganda)**		
Country(*ies*):	Uganda	**GEF ID:**	9814
GEF Agency(*ies*):	Conservation International	**Duration in Months:**	44
Executing Agency*(ies):*	Ministry of Water and Environment - Climate Change Department (MWE-CCD) <u>Partners:</u> - Vital Signs - Africa Innovations Institute (AfRII)	**Actual Implementation Start Date:**	06/04/2018
GEF Focal Area(*s*):	Climate Change	**Project Completion Date:**	01/31/2022
GEF Grant Amount:	$1,100,000	**Financial Closure Date:**	07/31/2022
Expected Co-financing:	$619,455	**Date of Last Steering Committee Meeting:**	7/29/2020
Co-financing Realized as of June 30, 2021:	$352,178	**Mid-Term Review-Planned Date:**	Not Applicable
Date of First Disbursement:	06/04/2018	**Mid-Term Review-Actual Date:**	Not Applicable
Cumulative disbursement as of September 30, 2021:	$1,097,893	**Terminal Evaluation-Planned Date:**	07/01/2021
		Terminal Evaluation-Actual Date:	1st July 2021 – 15th November 2021

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ACRONYMS

AFrII	Africa Innovations Institute Implementation
AGM	Accountability and Grievance Mechanism
CBIT	Capacity Building Initiative for Transparency
CC	Climate Change
CCD	Climate Change Department
CH_4	Methane
CI	Conservation International
CI-GEF	Conservation International, Global Environment Facility
CO_2	Carbon dioxide
CoP	Conference of Parties
COVID-19	Coronavirus Disease
CSOs	Civil Society Organizations
ETF	Enhanced Transparency Framework
FGDs	Focus Group Discussions
FY	Financial Year
GEBs	Global Environmental Benefits
GEF	Global Environment Facility
GHG	Greenhouse Gas
GHGI	Greenhouse Gas Inventory
GoU	Government of Uganda
IEO	Independent Evaluation Office
IPCC	Intergovernmental Panel on Climate Change
KCCA	Kampala Capital City Authority
KIIs	Key informant interviews
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDA	Ministries, Departments, and Agencies
MEMD	Ministry of Energy and Mineral Development
MoFPED	Ministry of Finance, Planning, and Economic Development
MoU	Memorandum of Understanding
MoWT	Ministry of Works and Transport
MRV	Monitoring, Reporting, and Verification
MWE	Ministry of Water and Environment
MWE-CCD	Ministry of Water and Environment, Climate Change Department
N_2O	Nitrous oxide
NCCP	National Climate Change Policy
NCE	No-Cost Extension
NDC	Nationally Determined Contributions
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGO	Non-Governmental Organization
NWSC	National Water and Sewerage Corporation
PA	Paris Agreement
PIRs	Project Implementation Reports
PMU	Project Management Unit
PPG	Project Preparation Grant
ProDoc	Project Document
PSC	Project Steering Committee
SEP	Stakeholder Engagement Plan
TE	Terminal Evaluation
TNC	Third National Communication
ToC	Theory of Change
UBOS	Uganda Bureau of Statistics
UNFCCC	United Nations Framework Convention on Climate Change
UNMA	Uganda National Meteorological Authority
URA	Uganda Revenue Authority
USD	United States dollar

EXECUTIVE SUMMARY

Background

1. **Project financing:** This report presents Terminal Evaluation (TE) results of the 'Strengthening the Capacity of Institutions in Uganda to Comply with the Transparency Requirements of the Paris Agreement' Project. The project was financed by a Global Environment Facility (GEF) grant and co-financed by the Ministry of Water and Environment through the Climate Change Department (MWE-CCD), Conservation International, and the Africa Innovations Institute.

2. Implementation arrangements: Conservation International (CI) was the GEF Implementing Agency (IA) while the Government of Uganda through the Ministry of Water and Environment, Climate Change Department (MWE-CCD) was the Executing Agency (EA). The Africa Innovations Institute (AFrII) and Vital Signs (VS) were co-executing partners. The project implementation was done through five (5) sector hubs Agriculture, Energy, Transport, Waste/Industry Processing and Product Use (IPPU), Forestry and Other Land Uses (FOLU) AFrII and CI signed a project implementation agreement on 31/8/2018. The initially approved project duration was eighteen (18) months, but the project obtained no-cost extensions till 31/01/2022 totaling forty-four (44) months.

3. **The project's objective** was to support institutions in Uganda to respond to the transparency requirements of the Paris Agreement. The project had three main components namely: Component 1: Establishing and strengthening the institutional arrangements for robust Greenhouse Gas emission Inventory (GHGI) and Monitoring, Reporting and Verification (MRV) System. Component 2: Building capacity of key stakeholders to collect, process, and feed ~~gender-disaggregated~~ data into the GHG emissions inventory system. Component 3: Testing and piloting the MRV system.

4. **Purpose of the Terminal Evaluation (TE):** The TE is used as an adaptive management tool by GEF agencies and a portfolio monitoring tool by GEF Secretariat. The TE is designed to provide a comprehensive and systematic account of the performance of a completed project by assessing its design, implementation, and achievement of objectives and promotes accountability and transparency.

5. **TE Approach and methodology:** The TE was conducted virtually between July 2021 and October 2021 by Provide and Equip (P&E). The interviews targeted 7 categories of respondents namely, the implementing agency, executing agencies, the PMU, sector hubs, the PSC, the private sector/Civil Society Organisations (CSOs), Service providers (Grantees and consultants), and the finance staff for the implementing agency and PMU. The TE employed a participatory and consultative approach, entailing a blend of quantitative and qualitative methods. The TE was undertaken using a mixed methodology consisting of desk reviews, a semi-structured online survey using Google forms, Key Informant Interviews (KIIs), and online Focus Group Discussions (FGDs). Quantitative data was analyzed using Ms. Excel and auto analysis by google forms, while thematic and systematic analysis was used for qualitative data.

6. **Project Theory of Change (ToC):** The ProDoc did not have a ToC although the ProDoc and results framework was comprehensive and depicted a logical link between outputs and outcomes. The TE team developed a ToC based on information provided in the project documents and through consultations with the project stakeholders. The project achieved outstanding results, however, sustainability of the results to long-term impacts is a very important factor to strengthen. Project outputs and targets were quite ambitious compared to the timeframe although the proposed interventions were the right ones to address barriers. The risks identified, safeguards triggered, and the proposed mitigation measures were appropriate. Nevertheless, the project did not foresee COVID-19 and its negative effects, although it occurred when about 70% of the outputs had been actualized. The project adapted fast to virtual platforms and supported stakeholders with data for the Internet to enable them to participate in virtual trainings and meetings. The project had four assumptions, namely: sufficient political will and support for project activities; institutions working in GHG emission sectors cooperate, collaborate and contribute to GHG data management and developing a national MRV system; stakeholder participation is effectively harnessed, and willingness of stakeholders to share data on the MRV platform.

Assessment of project results: *Overall rating of assessment of achievement of project results is Highly Satisfactory.* The details are provided below.

Outputs

7. Achievement of outputs was rated *Satisfactory.*
   The project had 13 outputs; component 1 (5), component 2 (5), and component 3 (3). Outputs for components 1 and 2 were fully realized during project implementation. However, one of the outputs for component 3 was not fully achieved. The project had a total of 30 output indicator targets, out of which 27 (90%) were fully achieved while only 3 (10%) were not fully achieved. While this equates to 90% success, the achievement was rated satisfactory, since those outputs that were not achieved relate to the sustainability of project achievements beyond its implementation.

8. The TE noted some changes in project design after the start of implementation, for instance, the initial sectors were 5, but later IPPU was added during the implementation phase. The project further initiated the process of signing an MoU on data sharing and management with CSOs but the project closed before it was concluded.

Outcomes

9. *The overall project outcome rating is Highly Satisfactory.*

10. ***Relevance:*** *The rating for relevance is Highly Satisfactory.* This aligns well with GEF priorities and strategies as well as national priorities. For instance, Uganda is a party to the Paris Agreement, and this project broadly aimed to strengthen the institutional and technical capacities of Ugandan institutions to meet the enhanced transparency requirements in the Paris Agreement. The project aligns with GEF-7 programming directions, specifically Climate Change Mitigation (CCM 3.81). The project design was appropriate to deliver the expected outcomes.

[1] GEF 7: CCM-3-8: Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies through capacity building initiative for transparency

11. ***Effectiveness:*** *Effectiveness is rated Highly Satisfactory.* The project had a total of 3 outcomes and 8 outcome indicator targets. All outcome indicator targets (100%) were achieved. Under outcome 1, Institutional arrangements for data collection and processing were established through MoUs with 6 key sectors (agriculture and land use; forestry, energy, transport, industry, and waste). Under outcome 2, the institution's capacity was enhanced in understanding GHG data requirements as well as quality control and assurance. However, stakeholders pointed out the need for more technical support to perform more effective reporting and GHG computation. Virtual training (capacity building) was reportedly not very due to poor internet connectivity. Under outcome 3, the project contributed towards the process of establishing the national MRV system based on 6 sectoral hub data systems. The project developed six sectoral Greenhouse Gas Inventories (GHGI) for the period 2016-2019 for the following 6 sectors and was handed over to the CCD-MWE. The project established the Uganda MRV portal with GHG inventory data and information from 6 sectors. However, the MRV system is not yet fully functional because the sub-sector MRV systems are not yet developed. This task was modified during the implementation phase. CCD requested the CBIT project to focus on sectoral inventories and UNDP was to support the development of the national inventory. The project had planned to transfer the sectoral inventories, but it ended before UNDP finalized the national inventory.

12. ***Efficiency:*** *Efficiency is rated Satisfactory.*

a. *Project financing*

13. The total budget of the project was USD 1,719,455 of which USD 1,100,000 (64%) was financed by GEF funds and USD 619,455 (36%) by partner co-financing. The total expenditure as of September 30, 2021, was USD 1,097,893, which is 99.8% of GEF funds. Total co-financing of the project from partners was USD 352,178 forming 57% of the committed co-financing. At CI level, out of USD 1,100,000 GEF funds, 19.5% was allocated to Component 1 (spent 24.8%), 35.9% to Component 2 (spent 35%), 35.5% to Component 3 (spent 31.1%) and 9.1% to project management costs (spent 9.1%). Components 2 and 3 and project management costs expenditure was within budget spending 97%, 88%, and 100% respectively, while component 1 expenditure was above budget by 27%. Further, analysis by budget line shows that out of USD 1,100,000 GEF funds, 50% was spent on grant agreements (AFRII), 26% on personnel salaries and benefits, 19% on professional services, 3% on operational support, and 2% on travel costs. Expenditure on personnel salaries and benefits and operational support exceeded the budget by 9% and 15% respectively. At AFrII level, out of the USD 576,404 GEF funds allocated to AFrII, 67% was spent on personnel salaries and benefits, 16% on travel, meetings, and workshops, 10% on administration support costs, 6% on equipment costs, and 1% to professional services. CI would procure the majority of services and needed AFRII on the ground to do the work, therefore salaries were the highest.

b. *Overall Project cost-effectiveness*

14. Despite the delays, the project was quite cost-effective and quality outputs were delivered with no additional costs to the project. Moreover, for the selection of service providers, the most cost-efficient option was always chosen provided that the technical requirements were met. For example, the grantee procurement packages had to be approved by VS before posting/proceeding. Notably, procurement packages above USD 50,000 had to be approved by CIGEF and sole-source procurement of above USD 5,000 had to be approved by CIGEF. The project recruited skilled Human Resources who were suitable for running the project (PMU staff). Switching from physical to online meetings limited movements and costs. Initially, the project was planned to hold both physical and online meetings, due to the COVID-19 threat, some physical meetings were held virtually hence saving on transport refund, only internet had to be paid for. The PMU would buy and load data

directly onto stakeholders' gadgets to ensure the funds served the purpose. The associated challenge was building the capacity of people to adapt to zoom meetings.

c. *Efficiency in Allocation of Resources and Timely Delivery of the Project*

15. Co-execution by MWE and AfrII was a good efficient strategy to minimize bureaucracies and achieve quick results. The project made good use of the existing partnerships and infrastructure such as sector hubs. However, there was a delay of 5 months at the beginning of the project because of delayed approval of the work plan and procurement plan by VS due to back and forth quality reviews with AfRII hence, some project activities were not implemented on time.

16. The project had 4 no-cost extensions between CI-GEF and Vital Signs with the latest going up to January 31, 2022. In addition, the project had 2 no-cost extensions between Vital Signs and AFrII with the latest going up to August 31, 2020. The reason for these different timelines is that the Agreement between CIGEF and VS is for the overall project work plan and budget whereas AfRII was a VS grantee. AfRII accomplished their tasks and fulfilled their end of the grant Agreement hence it is normal that their grant Agreement ended before the overall project Agreement between CIGEF, and VS closed.

d**.** *Financial Management*

17. A high-level project budget exists analyzed by component and by year but was not broken down by output, which limited the Terminal Evaluators analysis of expenditure by output. Notably, CI-GEF complies with the requirement of the GEF to undertake reporting at the component level. It would be incredibly difficult for CIGEF to ask programs/partners to report at the output level. This is the method that assures compliance with cost allocation to each component.

18. Project co-finance partners submitted annual co-financing reports. Partner legal agreements and documentation were duly executed. Project expenses were audited annually, financial statements conformed with the funding agreement. However, the external audit of the project at AFRII pointed out weaknesses in filing tax returns and failure to adhere to approved work plans and budgets hence budget overruns in some areas over the 10% threshold in the agreement.

Sustainability

19. *The overall rating of Sustainability is Moderately Likely.* It was perceived to be largely guaranteed since the GoU is obligated to meet the Enhanced Transparency Framework (ETF) of the Paris Agreement (PA) and the Ministry of Finance, Planning and Economic Development (MoFPED) Budget Call Circular require Ministries, Departments, and Agencies (MDAs) to integrate Climate Change (CC) in their plans and budgets. The national policy environment is supportive of climate transparency including GHGI and MRV development. The sector hubs made a meaningful contribution during the development of the Climate Change Act 2021, which mandates frequent reporting by responsible government organs. This will be supported by information produced from GHG inventory reports. The commitments within the MoU and Inter-Ministerial Cooperation Agreement will facilitate the operationalization of the CC Act. However, by the time the project closed, the national GHG inventory supported by UNDP was not yet developed hence sectoral GHG inventories could not be linked.

20. The TE identified some risks that may affect the continuation of benefits after the GEF project ends which included: people in sector hubs having obtained knowledge but the structures are not yet able to utilize the obtained knowledge. Additionally, the project had no control over other players who were supposed to develop interlinked products, such as UNDP, which delayed the piloting of

the national GHG inventory. There was limited leveraging of other non-GEF funded projects to ensure the sustainability of results

Progress to Impact

21. *Progress to Impact is rated Satisfactory. T*he project supported Institutions to respond to the Transparency Requirements of the Paris Agreement. The project procured MRV equipment for 5 sectors and CCD in response to the needs and gaps identified. Regular sharing and collection of GHG data by institutions is likely to be realized as a result of the signing of 6 MoUs between sector hubs and MWE. The MRV equipment will facilitate effective reporting on GHG emissions at the national level. The enhanced technical capacity of sector hubs will lead to regular reporting and identification of GHG equipment and tools needed for GHG transparency requirements of the Paris Agreement.
22. The developed sectoral GHGI are linked to the national inventory that is being supported by UNDP and this will contribute to continuous reporting and enhancing transparency. Additionally, the acquired knowledge will contribute to the formulation of sectoral climate-proof legislative frameworks and effective implementation CC Act. This will result in increased adaptive capacity and reduced sensitivity, which will lead to increased resilience to climate change impacts.

Assessment of Monitoring and Evaluation (M&E): *The overall M&E rating is Highly Satisfactory.*

23. *M&E Design*: The rating for M&E design is Highly Satisfactory. The ProDoc spells out M&E roles and responsibilities of the PMU, Executing Agency, project executing partners, the Project Steering Committee (PSC), CI-GEF, and CI internal audit. The M&E plan had SMART indicators and appropriate targets to track environmental and gender results. It further spelt out M&E components and activities, including different required reports and respective timelines. An M&E budget was included in the ProDoc. The ProDoc, CEO Endorsement Request and Project Identification Form (PIF) includes a results matrix showing the logical link between the project outputs, outcomes, and components.
24. *M&E Implementation is rated Highly Satisfactory.* The PSC, which was the governance body held quarterly meetings to monitor the execution of the project and provided timely guidance/feedback to the PMU and stakeholders. Financial and technical quarterly reports, as well as the Project Implementation Reports (PIRs) and CBIT Tracking tool, are M&E Tools that were submitted to CI-GEF on time. Where needed, the work plan and budget were realigned to adapt to changing situations. For instance, communication allowance was provided for virtual training of participants and a no-cost extension was granted to cater for the delay due to COVID-19 lockdown. The quarterly reporting schedule was said to have been easy to comply with since it allowed adequate time for several activities to be carried out.

Assessment of Implementation and Execution: *The overall quality of implementation/execution is rated Highly Satisfactory.*

25. *Quality of Implementation*: *The quality of implementation rating was Highly Satisfactory*. There was an appropriate focus on results; CIGEF provided its operations and technical staff to oversee execution, monitor project implementation, and ensure timely reporting by executing partners. CIGEF also submitted the required technical and financial reports to the GEF Secretariat. Under the overall oversight and supervision of the CIGEF Agency, all the executing partners did what was expected in compliance with GEF and CI guidelines. Responsible entities provided feedback to reports and participated in quarterly meetings. Adaptive management was employed such as no-

cost extensions, budget, and work plan realignment to accommodate delays and effects of the COVID-19 pandemic.

26. *Quality of Execution*: *The quality of execution rating is Highly Satisfactory*. MWE/CCD provided overall policy guidance at the national level for the implementation of climate change interventions and support to the project. AFrII and Vital Signs supported CCD to undertake its executing function. The execution arrangement was guided by the MoU which was signed between MWE and AFrII. MWE/CCD provided staff for cooperation and relations during implementation and was responsible for the delivery of component 1. Additionally, CCD, VS, AFrII were part of the PSC and played the following key roles coordination, decision making, and risk mitigation, and project management; and this strengthened the quality of project execution. Vital Signs and MWE/CCD worked closely with PMU, for instance, invitations to the meetings were made by the Permanent Secretary (PS) MWE or Commissioner CCD, hence good response, and commitment from the sectors. The project had a CBIT focal point at CCD/MWE to link/coordinate and plan with PMU. Procurement of equipment for sectors was guided by ascertained needs and requests from sectors approved by CCD. There was adequate management of environmental and social risks as well as the implementation, monitoring, and reporting of associated safeguard requirements.

Assessment of the Environmental and Social Safeguards: *The overall rating of the design and implementation of safeguards is Highly Satisfactory.*

27. *Gender:* Gender is rated Highly Satisfactory. The project had a very strong gender mainstreaming component. For instance, the ProDoc included a gender mainstreaming plan, with elaborate gender mainstreaming outputs per component, and a gender action plan as well as respective gender-focused indicators, targets, and responsibility for action. Gender was mainstreamed in all activities as follows: gender focal points were designated in all sector hubs; gender sensitization workshop was conducted at the project start; gender-disaggregated data was collected throughout project life; gender was mainstreamed in technical reports, for instance, the FY 2021 PIR states that 6 plans and manuals that include gender considerations were developed; the project set gender targets that aimed to ensure at least 30% women are involved in project activities and this was achieved or surpassed in most activities. For example, in PIR FY 2021, 50.5% women and 49.5% men participated in the project during the implementation phase; 50% of women and 50% of men were represented in established committees (PMU, PSC, and the CBIT sector hubs). Gender balance was ensured when selecting trainees, in FY 2021, 81 stakeholders (31% females, 69% males) were trained. The TE however noted a low number of trainees due to COVID-19 lockdown with fewer women than men in hubs and gender roles of women. Project data and reports were disaggregated by sex. Five gender focal points (100% women) were appointed.

28. *Stakeholder Engagement:* The rating for stakeholder engagement is Highly Satisfactory. Stakeholders participated in training sessions, project design consultation meetings, providing guidance through the PSC and review meetings, developing the selection criteria for trainees, and coordinating day-to-day linkages through focal points. The project also engaged stakeholders through sharing technical reports, factsheets, briefs, via social media, and website updates, email, and print copies. Key stakeholders included officials from sectors, CSOs, the private sector, and development partners. The TE however noted that COVID-19 lockdown limited physical stakeholder engagements, hence the project management employed adaptive management through providing facilitation for the Internet to ensure continued stakeholder engagement through virtual platforms. The Stakeholder Engagement Plan (SEP) was developed and implemented. Indicators for SEP were monitored and progress was reported on quarterly. Most of the respondents from sector hubs rated stakeholder engagement as effective 11 out of 15 respondents (73%), the rest said it was fair.

29. *Accountability and Grievance Mechanism (AGM):* AGM is rated Highly Satisfactory. Most of the respondents from sector hubs rated stakeholder engagement as effective 11 out of 15 (73%), the rest said it was fair. The AGM was well designed and implemented throughout the project to ensure people affected by the project can bring their grievances and get redressed. The PMU shared AGM widely via emails, on the AfrII and CCD websites, and during workshops, hence high awareness of AGM. The AGM was triggered once during the project and was managed in both a timely and effective manner thus, averting any potential negative impact such grievance may have had on the project.

30. **Challenges:** The COVID-19 lockdown limited some project activities such as piloting of the tools, physical trainings, 2020 exposure trips, discussion of some draft concept notes and policy briefs as well as GHG data sharing MoU with CSOs, academia, and the private sector. The virtual trainings were useful but stakeholders would have preferred a mix of physical and virtual trainings for maximum impact. Furthermore, there was limited time for massive GHGI and MRV sensitization to the public and high-level decision-makers due to ambitious targets.

31. **Opportunities:** Availability of an enabling policy and legal framework that provided meaningful participation and contribution of sectors in the development of GHGI, MRV system, and the CC Act. MoUs and Inter-Ministerial Cooperation Agreement for GHG data sharing provided a platform for regular/periodic information sharing across sectors. High-level enthusiasm among project beneficiaries, both government and non-state actors in GHGI and MRV systems. Project beneficiaries used acquired knowledge and understanding to inform and contribute to the revision of Nationally Determined Contributions (NDC) and the development of the Third National Communication (TNC).

32. **Lessons Learnt:** Flexibility in project design enabled the project to adapt accordingly and respond to unforeseeable circumstances such as COVID-19 lockdown. Participation of key stakeholders in the project through formal working arrangements yields great results. Engaging top management in different sector institutions creates buy-in and supports the continuity of project activities, this resulted in the signing of GHG data sharing MoUs. Synchronizing project activities prevents duplication and wastage of resources and leads to value for money. Virtual trainings alone are not sufficient. Virtual trainings were useful but the stakeholders cited they preferred a mix of physical and virtual trainings in order to have more impact. The local CSOs, academia, and private sector have a lot of data but were minimally engaged in GHGI. The formal academic nature of the training course was essential to incentivize the active participation and motivation of the trainees. Technology adoption is crucial in driving virtual facilitated trainings, although one-on-one support for course participants ensures they all move at the same pace. Online training sessions enable stakeholders to access highly skilled trainers at limited costs and reinforce communication and coordination across sectors through the formation of participant networking groups. The certificates awarded were an incentive to stakeholders to participate in the trainings. Remote working negatively disproportionately affects women more than men due to the several gender roles that women have to play, hence calling for establishing convenient times that are for both men and women for increased gender representative participation.

Recommendations

33. **Effectiveness:** (i) CI-GEF should factor in time and other required resources so as to set more realistic (less ambitious) targets and project timeframes, the project required not less than 40 months. (ii) Follow-on projects should take a more practical approach with more hands-on and field sessions and include a provision of technology/equipment to facilitate measurements of emissions. (iii) Follow-on projects should conduct a capacity gap analysis comparing results to the baseline

one which was conducted by the project to determine the level of knowledge acquired and the kind of data being collected per sector as well as relevant gadgets that may be required. Follow-on projects should strengthen engagement with and capacity of local CSOs, academia, and the private sector since they have a lot of GHGI data. (iv) Follow-on projects should employ a blend of virtual and physical training methods where feasible to harness the benefits of both methods.

34. **Efficiency:** (i) CI-GEF to assess the CBIT project duration for follow on projects, to be at least 40 months since all CBIT projects even (pre-COVID-19) had asked for no-cost extensions and none was completed before 40 months elapsed. (ii) Projects should put more effort to leverage partnerships and additional non-GEF resources. This will result in more cost-effective and also encourage more future investments by GEF and other climate finance donors. iii) Projects with a similar intensive scope should encourage staff to multi-task rather than work in silos to achieve a lot in a short time.

35. **M&E:** Future projects should develop a Theory of Change (ToC) depicting the logical link between project results. The Evaluator has established that developing a ToC is now a mandatory GEF requirement hence all new CIGEF projects are already including the ToC at design phase.

36. **Sustainability:** (i) Follow-on projects should have more elaborate exit strategies with more capacity-building strengthening activities for monitoring how the trained technical staff continue to apply the acquired knowledge. (ii) Projects should leverage more on non-GEF funds to harness results.

37. **Coordination:** (i) MWE to strengthen operationalization of established structures, that is focal points at the sector hubs through regular information sharing to foster smooth coordination. The sector hubs should partner more with ongoing CBIT initiatives in the country. (ii) Institute frequent communication with key sector hubs to them informed about GHG initiatives and synergize where possible to minimize duplication. This can be done through quarterly meetings and maintaining a WhatsApp group and/or mailing list of relevant sector hubs.

Terminal Evaluation Summary Rating

CRITERIA	RATING
1. ASSESSMENT OF PROJECT RESULTS	**HIGHLY SATISFACTORY**
A. Outputs	**Satisfactory**
B. Outcomes	**Highly Satisfactory**
i. Relevance	**Highly Satisfactory**
ii. Effectiveness	**Highly Satisfactory**
iii. Efficiency	**Satisfactory**
2 SUSTAINABILITY	**MODERATELY LIKELY**
3 PROGRESS TO IMPACT	**SATISFACTORY**
4 ASSESSMENT OF M&E SYSTEMS	**HIGHLY SATISFACTORY**
A. M&E Design	**Highly Satisfactory**
B. M&E Implementation	**Highly Satisfactory**

CRITERIA	RATING
5 ASSESSMENT OF IMPLEMENTATION AND EXECUTION	**HIGHLY SATISFACTORY**
A. Quality of Implementation	**Highly Satisfactory**
B. Quality of Execution	**Highly Satisfactory**
6 ASSESSMENT OF THE ENVIRONMENTAL AND SOCIAL SAFEGUARDS	**HIGHLY SATISFACTORY**
A. Gender	**Highly Satisfactory**
B. Stakeholder Engagement	**Highly Satisfactory**
C. Accountability and Grievance Mechanism	**Highly Satisfactory**
OVERALL PROJECT RATING	**HIGHLY SATISFACTORY**

KEY

	Highly Satisfactory
	Satisfactory
	Moderately Likely/Satisfactory

Standard GEF Ratings Scale

Rating Criteria	Rating Scale
Relevance	• **Relevant (R)** • **Not-relevant (NR)**
Effectiveness, Efficiency, Results, GEF principles, other lower-level ratings criteria, etc.	• **Highly satisfactory (HS):** There were no shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Satisfactory (S):** There were minor shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Moderately satisfactory (MS):** There were moderate shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Moderately unsatisfactory (MU):** There were significant shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Unsatisfactory (U):** There were major shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Highly unsatisfactory (HU):** There were severe shortcomings in the achievement of objectives in terms of effectiveness or efficiency
Sustainability	• **Likely (L):** Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future • **Moderately Likely (ML):** Moderate risks, but expectations that at least some outcomes will be sustained • **Moderately Unlikely (MU):** Substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on • **Unlikely (U):** Severe risk that project outcomes as well as key outputs will not be sustained
Impact	• **Significant (S):** The project contributed to impact level results (changes in ecosystem status, etc.) at the scale of global benefits (e.g. ecosystem wide, significant species populations, etc.) • **Minimal (M):** The project contributed to impact level results at the site-level or other sub-global benefit scale • **Negligible (N):** Impact level results have not (yet) been catalyzed as a result of project efforts
Other	• **Not applicable (N/A)** • **Unable to assess (U/A)** • **Not specified (N/S)**

1 INTRODUCTION - TERMINAL EVALUATION APPROACH

A. Purpose, Objective, and Scope of the Terminal Evaluation

38. The TE is an adaptive management tool by GEF agencies and a portfolio monitoring tool for GEF Secretariat. The TE is designed to provide a comprehensive and systematic account of the performance of a completed project by assessing its design, implementation, and achievement of objectives. The TE promotes accountability and transparency; and facilitates the synthesis of lessons. Also, the TE will provide feedback to allow the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio; and contribute to GEF IEO databases for aggregation and analysis.

39. **Data Collection Approach and Methodology**
The TE was conducted virtually between July and October 2021 by Provide and Equip (P&E). The interviews were targeted 7 categories of respondents namely, the implementing agency, executing agencies, the PMU, sector hubs, the PSC, the private sector/Civil Society Organisations (CSOs), and the finance staff for the implementing agency and PMU. The TE employed a participatory and consultative approach. Key stakeholders were kept informed and consulted throughout the review process, both during design, implementation, and report compilation. Both quantitative and qualitative methods were used as appropriate to determine project achievements against the expected outcomes and impacts. Close communication with CCD, CIGEF, Vital Signs, and the Project Management Unit (PMU) based at AfRII was maintained to promote information exchange throughout the review for stakeholder ownership of TE findings. The TE team sought concurrence from the CI-GEF project team to agree on the approach, methodology, and work plan through a virtual presentation. The project team further provided a comprehensive list of key stakeholders and their contacts for consultation during data collection.

40. The TE was undertaken using a mixed methodology entailing desk review of key documents, a semi-structured online survey using Google forms, key informant interviews (KIIs), and virtual group interviews among sector hubs and PMU as discussed below:

    a. *Desk review.* The TE team conducted a review of key project documents to obtain background information on the project, results framework, and achievements to date. Through the desk review, gaps were identified and filled during interviews with key stakeholders. The broad categories of documents reviewed are listed below and the full list of references is attached as Annex 7.
        - Project Documents including the Project Identification Form (PIF), the ProDoc including results framework, CEO Endorsement Request, Safeguards screening documents and safeguard plans, the Project inception report, Annual budgets, and work plans, quarterly financial and technical progress reports, Project Implementation Reports (PIRs), Co-financing reports, Implementation grant Agreements and revisions to the project.
        - Progress reports from collaborating partners, meeting minutes, and relevant correspondence.

- CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals, and Systems.
- Legal contractual agreements
- Minutes of the Project Steering Committee (PSC)
- TE reports of similar projects

b. *Semi-structured Online Survey:* Semi-structured Online Survey using semi-structured questionnaires were conducted using Google online forms. The content of the TE survey tools was informed by the evaluation questions, the project Theory of Change (ToC), and gaps identified during desk review. The links to the online tools were shared with stakeholders and the tool was self-administered. The online tool was administered to 7 categories of respondents namely, the implementing agency, executing agencies, the PMU, sector hubs, the PSC, the private sector, and Civil Society Organisations (CSOs). The full list of key stakeholders consulted is attached in Annex 6 while the tools used are attached in Annex 4.

c. *Key Informant Interviews (KIIs):* Following the completion of the online survey, follow-up calls were made to key informants to clarify or expound on some aspects and to provide any other extra information about the project. The KIIs also targeted respondents who were too busy to complete the online tool. Since the evaluation was conducted during the partial COVID-19 lockdown, all interviews were virtual through Zoom, Skype, and telephone.

d. *Group interviews:* Virtual group interview*s* were held among the PMU and sector hub staff via Zoom to provide feedback on project achievements, lessons learnt as well as point out areas for improvement in designing future related projects.

B. Data Entry, Analysis, and Report Writing

41. Quantitative data: The online Google forms captured data instantly and generated graphs and tables. MS Excel was also used to conduct more analysis for quantitative data and to generate tables, figures, and other visual graphics for the presentation of information in the TE report.

42. Qualitative data: Thematic analysis was used for qualitative data where related themes were identified and respective responses categories along with the common themes. A systematic analysis was conducted to get a deeper understanding of the contextual factors affecting the project. Causal analysis was further done to establish the underlying causes of various performance trends in consultation with key stakeholders. To catalyze learning for future programming, the TE went beyond the assessment of "what" the project performance was and made effort to provide a deeper understanding of "why" the performance was as it was.

43. Qualitative data was triangulated with quantitative data to provide deeper meaning to the findings. The TE report was then generated consisting of descriptive information, tables, charts, graphs, and recommendations to CCD for the sustainability of GHG reporting and for CI-GEF to use while designing future related projects.

C. Principles for Design and Execution

44. The TE findings were based on sound evidence and analysis of findings from various categories of key stakeholders provided by the project. The evaluation team employed causal analysis to establish the relationship between implemented activities versus contribution to desired outcomes. Objectivity was maintained and the evaluation was independent of the project implementation unit. The TE applied evaluation norms and standards of the GEF Agency and followed GEF evaluation criteria and guidance on rating. The evaluation covered the ToC, Relevance, Effectiveness, Efficiency, Sustainability, Progress to Impact, Monitoring & Evaluation (M&E) Systems, Implementation, and Execution as well as Environmental and Social Safeguards. The evaluation then obtained lessons learned and made recommendations based on analysis of findings and lessons.

D. Limitations

45. Due to the COVID-19 lockdown, the evaluation team could not conduct site visits. Virtual means of data collection were therefore employed which limited on sight observations and participation of some stakeholders. This was partly overcome by interviewing various project beneficiaries through virtual interviews. Using virtual platforms had some limitations, for instance, it was difficult to get hold of some stakeholders via phone or online, and some stakeholders could not complete the online questionnaires due to poor internet connectivity and some stakeholders had phobia for online tools due to limited computer skills. This delayed some responses and the team had to make several reminders.

E. Ethics and Human Rights Issues

46. Ethics and human rights were ensured by maintaining anonymity and confidentiality by not indicating the names of respondents while making quotes. In addition, all responses were reported as aggregate findings with no mention of the source of information. The views of all respondents were included and protected irrespective of sex, age, disability status, or position.

2 PROJECT BACKGROUND AND CONTEXT

A. The link between the CBIT Project and the Paris Agreement

47. The Government of Uganda (GoU) is a party to the United Nations Framework Convention on Climate Change (UNFCCC) and signatory to the Paris Agreement. Following the signing of the Paris Agreement, the Conference of Parties (CoP) requested the Global Environment Facility (GEF) to support the establishment and operationalization of the Capacity Building Initiative for Transparency (CBIT) to assist developing countries to meet the enhanced transparency requirements of the Paris Agreement in both the pre - and post-2020 period.

48. The CBIT aims to enable countries to establish and/or strengthen their in-house capacity to track progress on national commitments made under the Paris Agreement and to produce more comprehensive and accurate reports including the greenhouse gas (GHG) inventory reports, biennial update reports, and even national adaptation plans; monitor climate action at the country level and report on those climate actions to the international community.

B. Context of the CBIT Uganda Project

49. The CBIT – Uganda Project is a USD 1,100,000 funded by the Global Environment Facility (GEF) through Conservation International (CI) as the GEF Implementing Agency. The project executing agencies are the Ministry of Water and Environment Climate Change Department (MWE-CCD) together with its partners, Vital Signs and the Africa Innovations Institute Implementation (AFrII). The program implementation was done through Agriculture, Energy, Transport, Waste/Industry Processing and Product Use (IPPU), Forestry, and Other Land Use (FOLU).

50. The initially approved project duration was 18 months, the project requested a No-Cost Extension (NCE) that culminated in 44 Months. The project is scheduled to end on 31/01/2022.

51. The project's objective was to support institutions in Uganda to respond to the transparency requirements of the Paris Agreement. The project had three main components and outcomes namely:

    Component 1: Establishing and strengthening the institutional arrangements for a robust Greenhouse Gas emission Inventory (GHGI) and Measuring, Reporting, and Verification (MRV) System.
    Outcome 1.1: Institutional arrangements for data collections and processing in the 5 key sectors, Agriculture, Energy, Transport, Waste/ IPPU, FOLU strengthened.

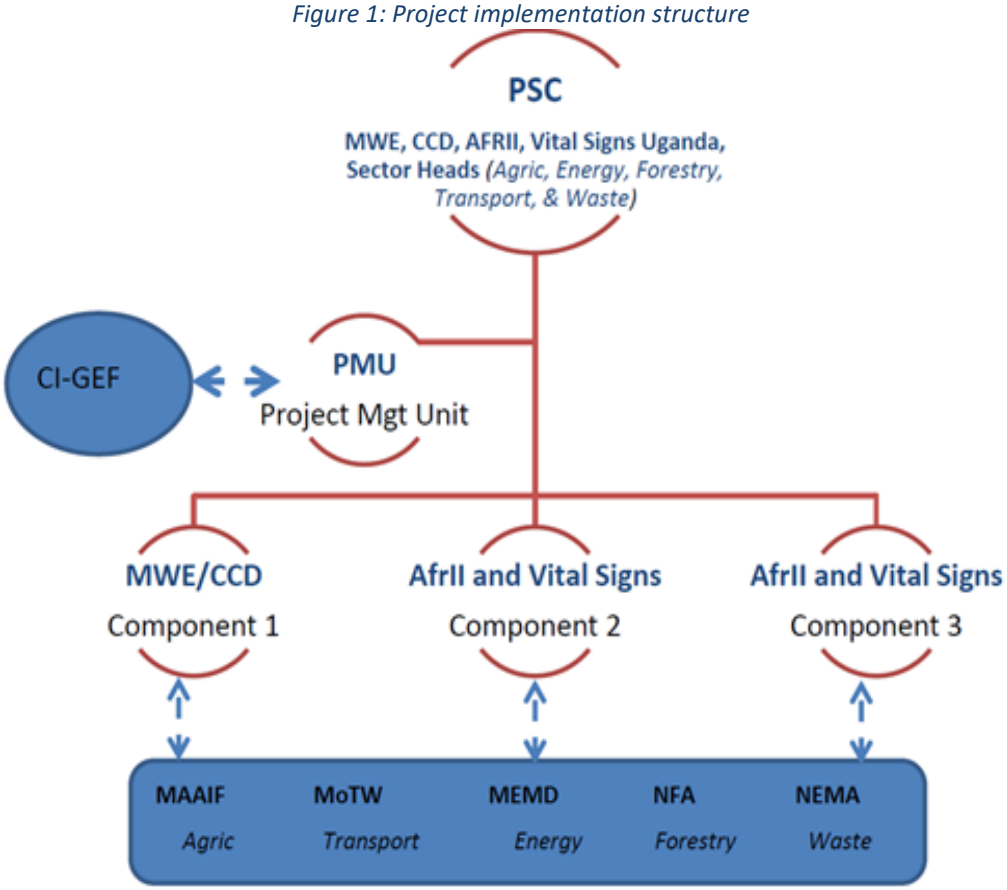
    Component 2: Building capacity of key stakeholders to collect, process, and feed ~~gender-disaggregated~~ data into the GHG emissions inventory system.
    Outcome 2.1: Capacity of stakeholders built on data collection and processing protocols; and procurement of state-of-the-art equipment and tools.

    Component 3: Testing and piloting the GHG emission inventory and MRV system.
    Outcome 3.1: GHG inventory and MRV system functional.

52. The CI-GEF commissioned the Terminal Evaluation (Evaluation (TE) of this project in July 2021 and data collection was conducted between July and September 2021. The evaluation was conducted by Provide and Equip (P&E) and the evaluation team comprised of:
    - Dr. Julian K. Bagyendera - Bagyendera - Team Leader/Evaluation Specialist
    - Dr. Victor Savatia Indasi - Climate Change Specialist
    - Ms. Sheila Kiconco- Climate Change Specialist
    - Ms. Monica Mubezi - Efficiency Analysis Specialist

53. The project was co-executed by the Government of Uganda (GoU) through the MWE, with AFRII and Vital Signs are illustrated in Figure 1. The execution arrangement for the project is guided by the MoU signed between MWE and AfrII for the design and implementation of the CBIT/GEF project.

Figure 1: Project implementation structure



3 PROJECT THEORY OF CHANGE

54. The ProDoc did not have a ToC, the TE team however developed one based on information provided in the project documents and through consultations with the project stakeholders as presented in Figure 1.

55. Theory of change guides implementation of project components to achieve the overall objective to support Institutions in Uganda to respond to the Transparency Requirements of the Paris Agreement. This change is reflected through the improved institutional and technical capacity for each of the GHG emission sectors. This led towards the achievement of a functional National Green House Gas Inventory (GHGI) and MRV system in-line with UNFCCC standards. Consequently, it contributed to improved GHG information collation and knowledge sharing amongst key institutions from the GHG emission sectors resulting in better reporting to UNFCCC.

56. The project interventions are aimed at addressing the root causes/barriers to climate transparency in Uganda. High dependence on her natural resources makes the country vulnerable to the impacts of climate change. Already the country is experiencing significant impacts of climate change, ranging from changing weather patterns, drops in water levels, and increased frequency of extreme weather events including drought and floods. The emissions of greenhouse gases resulting from human activities also drive climate change. The natural resources have also come under increased pressure arising from high population growth and environmental degradation. Studies show a significant decline in forest cover particularly on private lands.

57. Unfortunately, the GHG emission sectors initially had a low capacity to collect, analyze and process climate change-related data in accordance with the Enhanced Transparency Framework Requirements of the Paris Agreement, as well as disseminate relevant information to mitigate the impacts of climate change. There are several barriers in the country that the project addressed in order to achieve the desired overall impact of improved transparent reporting. The barriers include inadequate technical, human, and financial capacity to ensure effective reporting and listed as: (i) Weak coordination framework and institutional arrangements; (ii) Inadequate institutional and technical capacity to operationalize MRV and (iii) Low institutional engagements in GHG data collection, management, monitoring, and sharing.

58. The project introduced transformative actions under three main components:
    - Establishing and strengthening the institutional arrangements for a robust Greenhouse Gas emission Inventory (GHGI) and Measuring, Reporting, and Verification (MRV) System.
    - Building capacity of key stakeholders to collect, process, and feed ~~gender-disaggregated~~ data into the GHG emissions inventory system.
    - Testing and piloting the GHG emission inventory and MRV system.
59. Achieved changes include strengthened institutional arrangements for GHG data collection and processing in the 5 key emission sectors (agriculture and land use; forestry, energy, transport, and waste); strengthened capacity of stakeholders on data collection and processing protocols; and procurement of state-of-the art equipment and tools and functional GHG inventory and MRV system. The logical pathway encompasses increased technical capacity through awareness

about and application of methods of GHG data collection, analysis, information sharing, and archiving. This is achieved through the following outputs:

- Output 1.1: Focal points in each of the 5 key sectors strengthened, institutionalized, and functioning as hubs of data collection and processing.
- Output 1.2: Data collecting, processing, and sharing institutional arrangements formalized and operational.
- Output 1.3: Linkages between the hubs and MWE established and strengthened.
- Output 1.4: Framework for inter-ministerial coordination strengthened, and formal cooperation between government, CSO, private sector, and academia defined and institutionalized.

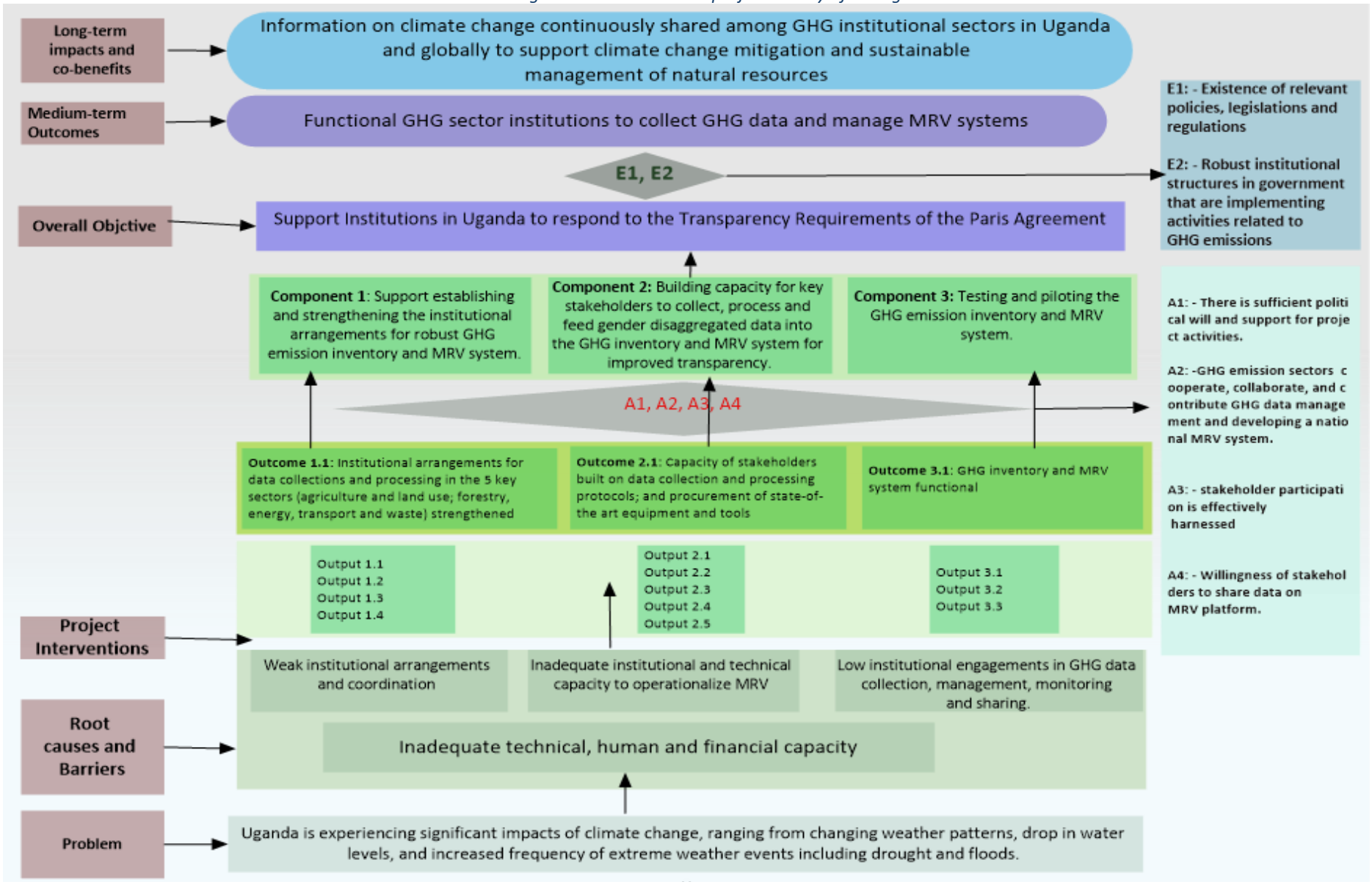
- Output 2.1: Protocols for data collection and processing will be developed and certified.
- Output 2.2: Field data teams from the key emission sectors convened and trained in the collection, processing, and transmission of GHG data.
- Output 2.3: Staff from the Hubs and MWE/CCD trained in domestic MRV systems, tracking NDCs, enhancement of GHG inventories, and emission projections.
- Output 2.4: Lessons learned and best practices scaled out through exchange programs for stakeholders on transparency activities.
- Output 2.5: State-of-the-art equipment and tools procured.

- Output 3.1: Data for GHG inventory and MRV system collected and fed into the global CBIT coordination platform.
- Output 3.2: National inventory Green House Gas emissions (by sources) and by removals (by sinks) in place.
- Output 3.3: National Inventory of Green House Gas emissions (by sources) and by removals (by sinks) in place and made publicly available.

60. The overall change is strengthening technical and institutional capacities and enhancing collaboration through a formalized framework of data collection and sharing. In the logical pathway, there are several drivers of change, both enablers (indicated in Figure 1 as (E1 and E2) and underlying assumptions (A1, A2, A3, and A4) that contribute to the success of the project. The main enablers include the existence of relevant policies, legislation, and regulations and robust institutional structures in government that are implementing activities related to all the IPCCC GHG emission sectors. The main assumptions are:
    - A1 - that there is sufficient political will and support for project activities.
    - A2 – the GHG emission sectors cooperate, collaborate, and contribute to GHG data management and developing a national MRV system
    - A3 - stakeholder participation is effectively harnessed, and,
    - A4 - the willingness of stakeholders to share data on the MRV platform.

61. The project's impact pathway includes enhanced information sharing and strengthened collaboration and partnerships between the public and private sector actors engaged in GHG data collection and sharing. The interventions have been designed to address the main barriers and the project design is cognizant of the pre-conditions to achieve the desired impact.

Figure 2: Reconstructed project Theory of Change



62. The project's results framework was comprehensive and depicted a logical link between outputs and outcomes. The project achieved outstanding results, however, sustainability of the results to long-term impacts is moderately likely to occur, yet it is very important. The ToC was clear, comprehensive enough, and depicted a logical link between outputs and outcomes, and achieved the desired results. The project outputs were quite ambitious compared to the project time frame and therefore some outputs were not achieved because it was impractical to achieve those targets within the current timeframe and budget.

63. The barriers that this project aimed to address were still valid during project implementation. Additionally, the proposed interventions were the right ones and addressed the barriers. The risks identified, safeguards triggered, and the proposed mitigation measures were appropriate. Nevertheless, the project did not foresee COVID-19 and its effects on project activities. Fortunately, it occurred when approximately 70% of the outputs had been actualized. The project adapted fast to virtual platforms and supported stakeholders with the Internet through the provision of a communication allowance to key stakeholders. The project's assumptions were varied, it assumed that there would be support and participation from key stakeholders such as sector hubs and this happened, as evidenced by signed MoUs and active participation in trainings.

64. More could have been done to achieve the intended results as follows:
    - Uganda needed and still needs the capacity building and related frameworks on the Paris Enhanced Transparency framework
    - More time was needed to test developed/revised data collection tools because the project timeframe was limited, yet the capacity building is a long-term process. The original 18 months project duration included orientation, implementation, end of project reporting, which was not adequate.
    - The project worked with so many stakeholders and many individuals in government, academia, and non- state institutions. The nature of work called for in-depth engagement, and it was challenging to extensively and intensively engage with state actors and non-state actors within the limited timeframe. Nonetheless, efforts were made to engage all stakeholders but with more emphasis on government staff.

4 ASSESSMENT OF PROJECT RESULTS

65. The project performance was rated using a six-point scale ranging from Highly Satisfactory to Highly Unsatisfactory as detailed in Annex 5 attached. *The overall rating of project results is rated Highly Satisfactory.*

A. Achievement of Outputs

66. *Achievement of outputs is rated Satisfactory.*
67. CBIT Uganda project had thirteen (13) outputs; five (5) each for components 1 and 2 and three (3) for component 3. Outputs for components 1 and 2 were fully realized during project implementation. However, one of the outputs for component 3 was not fully achieved. Out of a total of 30 output indicators, only 3 were not fully achieved as presented in Figure 2. While this equates to 90% success, the achievement was rated satisfactory, since those

outputs that were not achieved relate to the sustainability of project achievements beyond its implementation.

68. Factors that affected the delivery of outputs among others was the period for the project which was short and some activities were supposed to link with what other stakeholders were implementing. The MRV activities were greatly affected by this because UNDP had not yet completed the MRV system that would support piloting in the sectors.

Figure 3: Percentage achievement of outputs

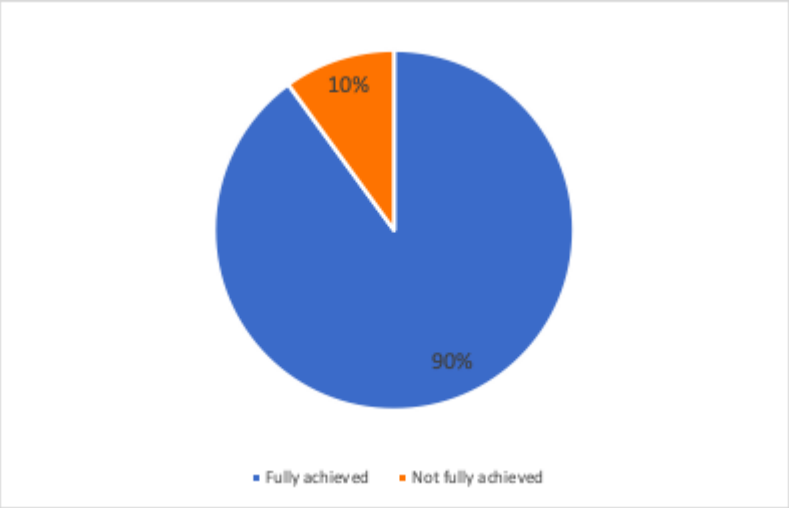


Table 1 presents detailed assessments of achievements against project outputs at the time of TE.

Table 1: Assessment of project outputs versus targets.

Outcome 1.1.: Institutional arrangements for data collection and processing in 5 key sectors (agriculture and land use; forestry, energy, transport, and waste) strengthened.	
Output Indicator 1.1.1.1: No of governance structures to strengthen Focal points in the sectors	Completed: Five (5) focal points were established of which two (2) were women
Output Indicator 1.1.1.2: No. of hubs for gender disaggregated data established	Completed: Six (6) institutions were established to manage ~~gender-disaggregated~~ data across the GHG sectors. These institutions are: MAAIF, MEMD, MoWT, NFA, NEMA, and MTIC
Output Indicator 1.1.2.1.: No of Gender focal points sensitized and integrated into the sector hubs	Completed: Five (5) gender focal points were integrated into sector hubs.
Output Indicator 1.1.3.1: No of MoUs on data collection and sharing arrangements signed between MOWE and sectors	Completed: Five (5) MoUs were developed by CBIT and approved by the sectors and MWE
Output Indicator 1.1.3.2 No. of technical guides developed	Completed: The following three (3) Technical guides/reports developed: ● Data management and capacity needs assessment report ● Technical guide on the inter and intersectoral data sharing ● Procedure manual of generating ~~gender-disaggregated~~ information in GHGI
Output Indicator 1.1.3.3 No. of meetings to strengthen data collection, processing, and sharing	Completed: Five (5) intersectoral hub meetings held.

Indicator 1.1.4.1: No of technical meetings held	Completed: Five (5) Technical meetings held: ● Waste sector (2) ● Agriculture (1) ● Transport (1) ● Energy (1)
Output Indicator 1.1.5.1.: No of cooperation mechanisms between government GHGI and MRV stakeholders and non-state actors developed	Completed: ● An Inter-ministerial Cooperation Agreement covering 10 government ministries was developed. ● Five (5) sector MoUs were developed to operationalize the inter-ministerial cooperation Agreement
Outcome 2.1.: Capacity of stakeholders built on data collection and processing protocols; and procurement of state-of-the-art equipment and tools	
Output Indicator 2.1.1.1: No. of protocols developed, tested, and certified	Completed: Five (5) protocols for data collection and processing were developed for agriculture, energy, waste, and transport sectors.
Output Indicator 2.1.1.2: No. of technical reports developed	Completed: The following technical reports were developed: ● Needs and compliance report to IPCC and other national requirements ● Five (5) needs and compliance report to IPCC.
Output Indicator 2.1.1.3: No. of hubs with capacity for timely reporting and communication	Completed: Five (5) sector hubs were equipped with MRV equipment and have been facilitated with airtime and internet to facilitate communication with MWE
Output Indicator 2.1.2.1: No. of studies to strengthen the capacity of field data teams	Completed: Consultant prepared report on training needs assessment uploaded on CCD, AfrII websites, and CBIT global coordination platform.
Output Indicator 2.1.2.2.: No. of training manuals and plans developed	Completed: Four (4) training manuals developed: ● Training Manual on the integration of ~~gender-disaggregated~~ data. ● Three (3) training manuals on field data collection and processing.
Output Indicator 2.1.3.2: No of studies to understand training needs for staff from the hubs and MWE/CCD	Completed: Four (4) studies were conducted to understand training needs for staff from the hubs and MWE CCD
Output Indicator 2.1.3.3: No. of manuals and plans developed to address identified gaps	Completed: Two (2) training manuals and three (3) plans were developed.
Output Indicator 2.1.3.4: No of staff trained in domestic MRV systems and GHGs	Completed: Eighty-one (81) staff trained on domestic MRV systems and GHGs
Output Indicator 2.1.4.1: No. of cross-sectoral meetings to share lessons and best practices	Completed: six (6) cross-sectoral consultation meetings held and forty (40) cross-sectoral field visits.
Output Indicator 2.1.4.2: No of platforms created to facilitate knowledge sharing and learning on GHGI and MRV systems	Completed: One (1) public knowledge platform developed.
Output Indicator 2.1.4.3: No of persons trained on compilation and publication of dissemination materials	Completed: Twenty-four (24) persons trained on compilation and dissemination of dissemination materials, of which thirteen (13) were women.
Output Indicator 2.2.4.4: No of stakeholder events to strengthen networking amongst GHGI and MRV actors	Completed: One (1) National stakeholder Forum for GHGI and MRV, attracting forty-eight (48) participants (26 males and 22 females) from 21 institutions including and Five (5) media houses.

Output Indicator 2.1.5.1: No of assessments to identify and or confirm equipment and tools per sector conducted	Completed: one (1) assessment of equipment, materials, tools for communication, and GHGI in the five sectors and CCD MWE completed.
Output Indicator 2.1.5.2: No. of sectors for which state of the art equipment and tools are procured in response to needs and gaps identified	Completed: MRV equipment procured for five sectors and CCD in response to the needs and gaps identified
Output Indicator 2.1.5.3: No of equipment and tool maintenance plans developed	Completed: All beneficiaries were entrusted with the task of incorporating the acquired equipment in the institutional assets' records for routine maintenance.
Output Indicator 2.1.5.4: No of institutions equipped to provide project delivery support.	Completed: Seven institutions were equipped to produce project delivery support. The institutions include CCD MWE, AfrII PMU, MAAIF, MEMD, NFA, NEMA, and MoWT.
Outcome 3.1 GHG inventory and MRV system functional	
Output Indicator 3.1.1.1: No of hubs facilitated to collect and transmit GHG data	Completed: Six (6) Six sector hubs - MAAIF, MEMD, NFA, NEMA, MoWT, and MTIC were facilitated to collect and transmit all readily available data during the COVID-19 lockdown. All except MTIC were equipped with MRV tools and equipment since it joined the CBIT Uganda project at the implementation phase, and not at the design phase. All the six sectors received GHGI and MRV training for at least 4 staff members
Output Indicator 3.1.1.2: No. of staff oriented on global CBIT coordination platform	Completed: Twenty (20) staff, of which 8 were women, were oriented and became familiar with CBIT global coordination platform. Ms. Irene Chekwoti from CCD was appointed as the Uganda focal point to the global CBIT coordination platform.
Output Indicator 3.1.3.: No. of hubs that will be 100% compliant to CBIT based on Tier 2	Below target: Six (6) sector hubs currently collecting data in compliance with CBIT based on Tier 1 requirements. However, these six (6) sector hubs were equipped with skills and standardized tools to collect data in compliance with CBIT based on Tier 2 requirements.
Output Indicator 3.1.2.1.: No. of hubs for which GHG inventories are in place	Completed: Six sector hubs were facilitated to analyze, interpret, and disseminate data to support national reporting and policy processes.
Output Indicator 3.1.3.1: No. of stakeholders aware of the GHGI system and outputs	Below target: Six (6) sector briefs (four factsheets and two status reports) developed but not fully disseminated to all stakeholders.
Output Indicator 3.1.4.1: No of public finance options identified and mobilized for GHG and MRV capacity development	Below target: one (1) concept note developed for CBIT 2 but resources not mobilized.

69. The TE noted some changes in project design after the start of implementation, for instance, the initial sectors were 5, but later IPPU was added during the implementation phase. The project further initiated the process of signing an MoU on data sharing and management with CSOs but the project closed before it was concluded.

B. Achievement of Outcomes

70. *The overall project outcome rating is Highly Satisfactory.* There were no significant changes in the project design. Project linkages with other activities were noted on the outcomes which will be utilized by support from UNDP in designing the MRV system. The sectoral

inventories that were developed through this project coupled with the capacity-building activities enabled the stakeholders to provide informed input during the formulation of the Uganda Climate Change Act 2021. Table 2 presents detailed assessments of outcome achievements against project targets at the time of TE.

Table 2 Assessment of project Outcomes versus targets

OUTCOME 1.1.: Institutional arrangements for data collection and processing in 5 key sectors (agriculture and land use; forestry, energy, transport, and waste) strengthened.	
Outcome indicator 1.1: Number of GHGI and MRV system frameworks for collecting, processing, and sharing data identified, defined, and elaborated.	**Completed:** - **One inter-ministerial coordination framework for GHGI and MRV has been institutionalized** through a Memorandum of Understanding (MoU) between the Ministry of Water and Environment and the following nine Ministries. - Five sector GHG data sharing MoUs were signed to operationalize the inter-ministerial cooperation Agreement**.** The MoUs were signed between the Ministry of Water and Environment and the five Ministries representing the GHG emission sectors. The Energy and Transport sectors were merged into one sector hub - this explains why there are five hubs instead of six sector hubs.
Outcome Indicator 1.2: Number of inter-sectoral arrangements on GHGI and MRV system	**Completed: Five inter-sectoral arrangements are in place to facilitate engagements on GHGI and MRV.** This was achieved through the signing of the MoUs between the Ministry of Water and Environment and the five Ministries representing the GHG emission sectors. The IPPU and Waste sectors were merged into one sector hub - this explains why there are five hubs instead of six sector hubs. The signed sectoral MoUs are outlined below: 1. The FOLU sector: MoU MWE & the National Forestry Authority (NFA) 2. Agriculture sector: MoU MWE & the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) 3. Waste sector: MoU MWE & the National Environment Management Authority (NEMA) 4. Energy sector: MoU MWE & the Ministry Energy and Mineral Development (MEMD) 5. Transport sector: MoU MWE & the Ministry of Works and Transport (MoWT).
Outcome Indicator 1.3: Percentage increase in the number of inter-sectoral interactions on GHGI and MRV data collection and processing in compliance with Paris Agreement and IPCC guidelines	**Completed: 40% increase** (over 44 months) in intersectoral communication on data collection, sharing, processing, and transmission to CCD. Specifically, six intersectoral hub technical meetings were held quarterly over 44 months (which has 15 quarters) hence the percentage increase is 40%. Cumulatively, 83 participants (42 men and 41 women).
Outcome indicator 1.4: No of gender focal points integrated into the sector hubs fo r GHGI operations	**Completed: A total of five sector hub gender focal points (100% women) were established in key GHGI sector institutions** (MAAIF -female, MEMD-female, NEMA=female), NFA-female, MoWT-female) to support GHGI and MRV in providing data and discussion and incorporation of gender issues in climate change actions and decision-making at the sectors e.g., to lobby for a gender lens/ consideration during sector activity plans and programs.
OUTCOME 2.1: The capacity of stakeholders built on data collection and processing protocols; and procurement of state-of-the-art equipment and tools	
Outcome indicator 2.1: Number of sectoral hubs equipped with standardized prot ocols, and state-of-the-art equipment and tools for MRV	**Completed: Five sector hubs (Agriculture, Energy/ Transport, Waste, IPPU, FOLU) and CCD** were equipped with MRV equipment. The equipment included: ● Dell OptiPlex 7060 Desktop computer, ● HP Probook 430 ● APC 700 va UPS ● HP Color LaserJet Multi-Functional Printer ● HP LaserJet M402 Printer **Completed: Four sector protocols for GHG data collection and processing were developed for four sector hubs** namely: Agriculture, Energy, Waste, Transport. In addition, one sector data protocol and tools were certified. Specifically, the livestock census tool was pretested, certified, and approved by UBOS and MAAIF

	Completed: Six sectoral GHGI and MRVs were established. **One ICT data collection and transmission tool were developed**. Specifically, **the Uganda MRV portal**[2] was established on SharePoint as a data compilation and transmission tool. This link is only accessible to registered members. The information was transferred to the Uganda National Integrated MRV tool which was developed by the CCD with support from UNDP.
Outcome Indicator 2.2: Number of technical staff trained in key emission sectors (agriculture and land use, energy, transport, and waste sectors) involved in GHG data collection, processing, and sharing	**Completed: 81 stakeholders 56 men and 25 women benefitted from this project through training** on the compilation of GHGIs, domestic MRV, the IPCC reporting requirements among other specialized subjects. The MRV equipment procured was used during the training and to compile the 2016-2019 sector GHG inventory. The equipment will support continuous work at the sector hubs.
Outcome 3.1: GHG inventory and MRV system functional.	
Outcome Indicator 3.1: Number of operational sectoral data systems feeding into a National GHGI and MRV system	**Completed: One national cost-effective MRV system is in place and operational and based on the six sectoral hub data systems**. **Completed:** Six Green House Gas Inventories (GHGI) for the period 2016-2019 for the following six sectors: Agriculture, Energy, Transport, Waste, IPPU, and FOLU. Testing and piloting the GHG emission inventory and MRV system was a great success. The six sector inventories were handed over to the CCD-MWE and will feed into the national GHGI which is being compiled by consultants hired by CCD to prepare the Third National Communication (TNC). **Completed:** The project established the Uganda MRV portal[3] with GHG inventory data and information from six sectors namely, Agriculture, energy, Waste, FOLU, Transport, and IPPU. **Completed:** A total of 75 stakeholders participated at the public launch of the sector GHGI and MRV systems.
Outcome Indicator 3.2: Number of hubs that are compliant with the national and global CBIT coordination platform reporting requirements	**Completed:** Five sector hubs are compliant with the national and CBIT reporting requirements. The hubs are collecting, transmitting data in compliance with Tier 1 *requirements*.

Relevance

71. *CBIT Uganda Project relevance is* rated *Highly Satisfactory*. The project broadly aims to strengthen the institutional and technical capacities of developing countries to meet the enhanced transparency requirements in the Paris Agreement. This aligns well with GEF priorities and strategies as well as national priorities. For instance, Uganda is a party to the Paris Agreement, and this project broadly aimed to strengthen the institutional and technical capacities of Ugandan institutions to meet the enhanced transparency requirements in the Paris Agreement. The project aligns with GEF-7 programming directions, specifically Climate Change Mitigation (CCM 3.84). The project design was appropriate for delivering the expected outcomes.

[2] The Uganda MRV portal: https://ugandamrvportal.sharepoint.com/sites/ugandamrvportal

[3] Uganda's MRV portal: https://ugandamrvportal.sharepoint.com/sites/ugandamrvportal

[4] GEF 7: CCM-3-8: Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies through capacity building initiative for transparency

Effectiveness

72. *Effectiveness is rated Highly Satisfactory.* The project had a total of 3 outcomes and 8 outcome indicator targets. All (100%) outcome indicator targets were achieved as detailed below:

73. Under outcome 1, institutional arrangements for data collection and processing were established through MoUs with 6 key sectors (agriculture and land use; forestry, energy, transport, IPPU, and waste). This will facilitate timely information sharing across the sectors and the CCD and this will greatly contribute to the operationalization of a National Green House Gas Inventory (GHGI) and improve reporting in line with UNFCCC standards.

74. Under outcome 2, the institutions' capacity was enhanced in understanding GHG data requirements as well as quality control ad assurance. However, stakeholders pointed out the need for more technical support to perform more effective reporting and GHG computation. Virtual training (capacity building) was reportedly not very effective due to poor internet connectivity, although the project did not have much choice due to COVID-19 lockdown. Enhanced understanding contributed to improved GHG information collation and knowledge sharing amongst key institutions from the GHG emission sectors resulting in better reporting to UNFCCC.

75. Under outcome 3, the project contributed towards the process of establishing the national MRV system based on 6 sectoral hub data systems. The project developed six Green House Gas Inventories (GHGI) for the period 2016-2019 for the following 6 sectors and were handed over to the CCD-MWE. The project established the Uganda MRV portal with GHG inventory data and information from 6 sectors. However, the MRV system is not yet fully functional, for instance, the sub-sector MRV systems are not yet developed. This task was modified during the implementation phase. CCD requested the CBIT project to focus on sectoral inventories and UNDP was to support the development of the national inventory. The project had planned to transfer the sectoral inventories, but it ended before UNDP finalized the national inventory.

Efficiency

76. Efficiency is rated *Satisfactory.* Below is a discussion about project financing, analysis of GEF Funds by Component, Analysis of GEF funds by Budget Area, Analysis of GEF Funds at AFrII Level, Cost-effectiveness, Project Co-financing, Efficiency in Allocation of Resources and Project Timeliness, Financial management and Communication between Finance and Project Management Staff.

Project Financing

77. The total budget for the project was USD 1,719,455, of which USD 1,100,000 (64%) was financed by GEF funds and USD 619,455 (36%) by partner co-financing. Total expenditure for the project as of September 30, 2021, was USD 1,097,893 forming 99.8% utilization of GEF funds over a 40 months' performance period from June 4, 2018, to September 30, 2021. Total co-financing of the project from partners over the same performance period was USD 352,178 forming 57% of the committed co-financing.

Analysis of GEF Funds by Component

78. Out of the USD 1,100,000 GEF funds, 19.5% was allocated to Component 1 (spent 24.8% of total expenditure), 35.9% to Component 2 (spent 35% of total expenditure) 35.5% to Component 3 (spent 31.1% of total expenditure) and 9.1% to project management costs (spent 9.1% of total expenditure). The expenditure on Component 2 (97%), Component 3 (88%), and project management costs (100%) was within budget while component 1 expenditure was above budget by 27%. The remaining budget of USD 2,107 (0.19%) was kept aside to pay for the Terminal evaluation. The breakdown of project expenditures by Component is presented in Table 3.

Table 3: Analysis of GEF funds by component (USD) based on the CEO Approved budget

Component	GEF amount planned	Share of total GEF amount	GEF amount actual	% exp of GEF amount actual	% of original planned
Component 1	214,780	19.5%	272,258	24.8%	127%
Component 2	394,718	35.9%	383,749	35.0%	97%
Component 3	390,502	35.5%	341,953	31.1%	88%
Project management costs	100,000	9.1%	99,933	9.1%	100%
	1,100,000	**100%**	**1,097,893**	**100%**	**99.8%**

Source: Finance report from CI–30th 2021

Analysis of GEF funds by Budget Area

79. Out of the USD 1,100,000 GEF funds, 50% was spent on grant agreements (AFRII), 26% on personnel salaries and benefits, 19% on professional services, 3% on operational support, and 2% to travel costs. Personnel expenditure and operational expenditure exceeded the budget by 9% and 15% respectively due to close out related activities including support provided to the terminal evaluation process. The analysis of GEF funds by Budget Area as shown in Table 4.

Table 4: Analysis of GEF funds by output (USD) based on the No-Cost Extension budget[5]

Budget line	GEF amount planned	Share of total GEF amount	GEF amount actual	% of GEF amount actual	% exp of original planned
Personnel salaries and benefits	259,177	24%	281,706	26%	109%
Professional services	211,877	19%	210,095	19%	99%
Travel costs	21,198	2%	21,303	2%	100%
Grants agreements	576,404	52%	548,840	50%	95%
Operational support	31,344	3%	35,949	3%	115%
	1,100,000	**100%**	**1,097,893**	**100%**	**99.8%**

[5] As the project was implemented, the project team had to adapt to the realities of the on-ground implementation and budget adjustments were made as part of project adaptive management to deliver on results

Analysis of GEF Funds at AFrII Level

80. Out of the USD 576,404 GEF funds allocated to AFrII, 67% was spent on personnel salaries and benefits, 16% on travel, meetings, and workshops, 10% on administration support costs, 6% on equipment costs, and 1% on professional services. Personnel salaries and benefits and administration support costs combined to form 77% of total AFRII costs. Whereas the 77% seems to be high, the TE noted that this being a capacity-building project, the personnel provided technical inputs and quality assurance and did not purely do administrative duties/project management duties. For instance, the project manager is a climate change expert certified by the UNFCCC. The PMU also had a national GHGI expert. The alternative would have been to recruit a technical consultant to undertake these tasks which is unsustainable and not cost-effective. The activities required more staff time than other expenditures. Activities involved mostly training and development of data sharing structures and arrangements in the different sectors. Overall, AFRII expenditure was within budget at 95%. The analysis of GEF funds for Grant agreements (AFrII) is shown in Table 5.

Table 5: Analysis of GEF funds at AFrII (USD)

Budget line	Grant Agreement amount planned	Share of total Grant Agreement amount	Grant Agreement amount actual	% of Grant Agreement amount actual	% exp of original planned
Personnel salaries and benefits	382,532	66%	368,885	67%	96%
Professional services	6,270	1%	4,004	1%	64%
Travel costs + Meetings and workshops	106,824	19%	88,953	16%	83%
Equipment costs - AFRII	28,723	5%	30,517	6%	106%
Operational support	52,056	9%	56,481	10%	109%
	576,405	**100%**	**548,840**	**100%**	**95%**

Source: Finance report from AFRII - 31st August 2021

Cost-effectiveness

81. Despite the delays, the project was quite cost-effective and quality outputs were delivered with no additional costs to the project. Moreover, for the selection of service providers, the most cost-efficient option was always chosen provided that the technical requirements were met. For example, the grantee procurement packages had to be approved by VS before posting/proceeding. Notably, procurement packages above USD 50,000 had to be approved by CIGEF and sole-source procurement of above USD 5,000 had to be approved by CIGEF. The project recruited skilled Human Resources who were suitable for running the project (PMU staff). Switching from physical to online meetings limited movements and costs. Initially, the project was planned to hold both physical and online meetings, due to the COVID-19 threat, some physical meetings were held virtually hence saving on transport refund, only internet had to be paid for. The PMU would buy and load data directly onto stakeholders' gadgets to ensure the funds served the purpose. The associated challenge was building the capacity of people to adapt to zoom meetings.

82. On the other hand, the project was not able to do all planned activities, especially those that needed physical interaction. For instance, the project had planned an exposure trip that was left out, piloting tools could not be done, however, UBOS and the ministry did the pilot testing of the revised livestock census tool and the livestock census was conducted by UBOS

in partnership with MAAIF post-CBIT implementation. The PMU also could have done better in allocation costs to the quarterly work plans to be prepared to monitor the progress and control the project.

83. An independent audit of project expenditures financed by the GEF grant was conducted for the periods August 27, 2018, to March 31, 2019, and 1st April 2019 to 31st August 2020. For each of the periods, the audit concluded that the financial statements presented fairly, in all material respects, the receipts and expenses of USD 548,840 managed by AFrII.

Project Co-financing

84. The co-financing committed at the beginning of the project totaled USD 619,455 and represented 36% of the total financing required for implementing the project. The co-financing committed was all in-kind. The co-financing from MWE represents 56% of the total co-financing, 42% from AFrII, and 2% for CI-GEF. Total co-financing of the project from partners over the project performance period was USD 352,178 forming 57% of the committed co-financing. The co-financing amount is supported by co-financing letters from respective co-financing Institutions. A greater percent (62%) of co-financing is in form of office space for the staff of the PMU and CCD, support staff time, and security contribution. The actual co-financing realized is presented in Table 6.

Table 6: Actual co-financing realized

Organisation	Mode	Committed co-financing	% co-financing contribution	Actual co-financing	% realised
Ministry of Water and Environment	In-kind	350,000	56%	207,600	59%
Conservation International	In-kind	10,000	2%	10,498	105%
Africa Innovation Institute	In-kind	259,455	42%	134,080	52%
		619,455	**100%**	**352,178**	**57%**

Efficiency in Allocation of Resources and Project Timeliness

85. The project's internal coordination, financial management, communication between finance and technical management staff, and partnership approach are key highlights related to project efficiency. However, some of the project activities within the implementation period did not fully go according to planned timeframes, which may have had some slight effects on the cost-effectiveness of the project. The project was not able to do all planned activities, especially those that needed physical interaction, for instance, the project had planned an exposure trip that was left out, and piloting tools could not be done.

86. Project management with co-implementation executed by AfrII an NGO and MWE, a government institution was a good strategy for efficiency. The government is quite bureaucratic and decision-making processes often take a lot of time. A short project like CBIT benefited from the support of an NGO which accelerated the progress of activities since decision-making is faster at the management level.

87. The project made good use of the existing partnerships and infrastructure, AfrII built on their previous networks in the different ministries, agencies, and departments to strengthen inter-ministerial collaboration and cooperation towards the achievement of project activities.

88. Good coordination was created through the establishment of sector hub focal points and gender focal points which made project execution smooth. The PSC guided project implementation and linked the implementing agencies with accounting officers and other high-level decision-makers at the sectors.

89. There was a five months' delay at the beginning of the implementation period due to delayed approval of the work plan and procurement plan by Vital Signs due to back and forth quality reviews of the documents with AfRII. The project agreement was signed on August 23, 2018, 1st disbursement was made on 10th September 2018, the work plan was approved on November 29, 2019 (almost 3 months after 1st disbursement), while the procurement plan was approved much later on February 7, 2019, hence causing a delayed start of implementing project activities. The project had 4 no-cost extensions between CI-GEF and Vital Signs with the latest going up to January 31, 2022. In addition, the project had 2 no-cost extensions between CI-GEF and AFrII with the latest going up to August 31, 2020. AFrII work was completed on 31/08/2020, but CI through VS continued carrying out M&E activities including coordinating the TE, and will end 31/01/2022.

90. At the time of the 1st amendment and budget revision (January 30, 2020), some activities as per the work plan had already been completed and some of the completed activities had 'realized' savings compared to what had been budgeted for. The anticipated savings were then re-allocated to fund activities that had not been completed. A review of the revised budget showed that most budget savings and re-allocations were made from the budget lines of equipment and travel to personnel salaries and benefits. As such, a significant portion of the budget (66%) financed personnel salaries and benefits (Table 5).

91. The project team pointed out the COVID-19 and the country lock down period as one of the major causes of the delay in project implementation. However, this may not have necessarily been the major cause of the delay since the project performance period was initially planned to end by January 31, 2020. The complete lockdown in Uganda curtailed movements within and outside the country covering the period March 27, 2020, to May 25, 2020, even when the lockdown was lifted, physical meetings and movement continued to be restricted due to the partial lockdown. The pandemic affected the completion of activities after the 1st no-cost extension which necessitated the 2nd amendment. However, the TE noted that by the time the complete lockdown of 2020 started, 18 months had already passed, hence it may not have been the main reason for not completing project activities on time. The over-ambitious activities and targets could have been responsible for that.

92. Paragraph 112 of the ProDoc states that AfrII and Vital Signs Uganda will oversee and take the lead for implementation of Component 2; Building capacity of key stakeholders to collect, process, and feed gender-disaggregated data into the GHG emissions inventory system and Component 3; Testing and piloting the GHG emission inventory and MRV system. However, CI-GEF Agency signed an internal agreement with Vital signs on August 20, 2018, as an Executing Support Agency responsible for supporting the EA and AfRII in the management and administration of the day-to-day activities of the project. According to discussions with CIGEF, Vital Signs was not the EA but a co-executing partner. The role of the EA (including decision making was the responsibility of the CCD). CIGEF channelled funds through VS but when it came to the actual work, decision-making, and responsibilities, CCD remained the EA. CIGEF is in the process of revising the agreements to reflect the language more clearly to avoid confusion in future projects

Financial management

93. A high-level project budget exists and was embedded in the ProDoc. The budget was analyzed by project component/outcome and by year but was not broken down further by output.

94. The project expenditure sheet is updated as of September 30, 2021; the PMU continuously tracked expenses against the budget and submitted monthly project expenditure and forecast reports to CI as stipulated in the funding agreement. Financial reporting was done according to the budget template provided and was therefore also not detailed by output.

95. Project co-finance partners prepared and submitted annual co-financing reports with particulars of the co-financing provided such as office space, stationery, staff time, and utilities.

96. Partner legal agreements and documentation exist and were duly executed. All approved project no-extensions were submitted with revised budgets and were duly approved.

97. Project expenses were audited on an annual basis by a reputable firm – Crowe AIA Certified Public Accountants, a member firm of CROWE Global. For each of the audited periods (Aug 27, 2018 – Mar 31, 2019, and April 1 2019 – Aug 31, 2020), the financial statements of the project conformed with the provisions of the funding agreement. The audit however noted weaknesses in filing tax returns and failure to adhere to approved work plans and budgets that manifested through budget overruns in some budget areas over and above the 10% threshold stipulated in the agreement. Failure to adhere to approved work plans and budgets was a repeated finding in each of the audit periods.

Communication between Finance and Project Management Staff

98. *Communication between finance and project management staff was rated Satisfactory.* The Project Manager was very conversant with the current financial status of the project. She reviewed monthly financial and forecast reports as well as the technical reports before submission to CI.

99. There was regular contact between the Project Manager and Finance Officer, they shared the same office premises, and they were both part of the PMU staff as provided in the ProDoc making the review process smooth.

100. The PMU was proactive in raising and resolving financial issues, as such, there were no major financial management issues noted by the auditors and CI to hinder the progress of the project. Good communication within the PMU positively affected project implementation.

5 SUSTAINABILITY

101. *Project Sustainability is rated Moderately Likely***.**

102. Sustainability is said to be guaranteed because GoU has an obligation to meet the Paris ETF and MoFPED budget calls require MDAs to integrate CC and other crosscutting issues in their plans and budgets before accessing funds. The National Environment Management Act (2019) is supportive of GHGI and MRV development. For example, the National Development Plan (NDP III) emphasizes a sustainable green economy, Uganda has the Uganda Green Growth Strategy and a Climate Change Act (2021). The CC law mandates frequent reporting by responsible organs of government, which will be supported by information produced from GHGI reports. The sector hubs made a meaningful contribution during the development of the Climate Change Act 2021, which mandates frequent reporting by responsible government organs. This will be supported by information produced from GHG inventory reports. The commitments within the MoU and Inter-Ministerial Cooperation Agreement will facilitate the operationalization of the CC Act.

103. Objectives of the MoUs and Inter-ministerial Cooperation Agreement signed will therefore be operationalized by the CC Act (2021), which among others mandates frequent GHGI reporting by responsible organs of government. Mechanisms were put in place to support the operationalization of MoUs on data sharing across sectors, for instance assigning dedicated staff at the sector level to ensure data collection in a harmonized format. The MoU also provides for sensitization of personnel at the sector level to increase ownership and regular data collection and sharing and training of private sector and CSOs on data requirements and formats for GHG reporting.

104. In addition to the above structures, the project developed sectoral inventories which will be periodically updating information on sector-specific GHG data and information. These sectoral inventories will be linked to the national GHGI being developed by the UNDP. However, by the time the project closed, the national GHG inventory supported by UNDP was not yet developed hence sectoral GHG inventories could not be linked.

105. The momentum built by this project has stirred enthusiasm by the GoU to build on this project's results and pursue funding for climate transparency projects (including CBIT II).

106. Additionally, the capacity of stakeholders has been strengthened in that they are now aware of the existing technical and institutional gaps such as what GHG training and equipment is required and this knowledge will come in handy when preparing concepts for funding.

107. The TE identified some risks that may affect the continuation of benefits after the GEF project ends which included: people in sector hubs having obtained knowledge but the structures are not yet able to utilize the obtained knowledge. Additionally, the project had no control over other players who were supposed to develop interlinked products, such as UNDP, which delayed the piloting of the national GHG inventory. There was limited leveraging of other non-GEF-funded projects to ensure the sustainability of results.

6 PROGRESS TO IMPACT

108. *Progress to impact is rated Satisfactory.*

109. The project supported Institutions to respond to the Transparency Requirements of the Paris Agreement. The project procured MRV equipment for 5 sector hubs in 6 sectors and CCD in response to the needs and gaps identified. Regular sharing and collection of GHG data by the institution is likely to be realized as a result of the signing of 6 MoUs between sector hubs and MWE. The MRV equipment will facilitate effective reporting on GHG emissions at the national level.

110. The enhanced individual technical capacity contributed to the development of the sectoral inventories and this will ensure regular reporting going forward. The sector hub staff are now able to identify gaps and needs, for instance, they now know which GHG equipment and tools are needed for future transparency reporting.

111. The developed sectoral GHGI inventories are linked to the national inventory that is being supported by UNDP and this will contribute to long-term impact, which includes continuous reporting and enhancing transparency over time. In addition, the acquired knowledge will contribute to the formulation of sectoral climate-proof legislative frameworks and effective implementation CC Act. This will result in increased adaptive capacity and reduced sensitivity, which will lead to increased resilience to climate change impacts.

7 ASSESSMENT OF MONITORING AND EVALUATION SYSTEMS

112. The TE assessed the strengths and weaknesses of the project M&E in the project document, M&E plan, and its implementation.

113. *The overall M&E system is rated Highly Satisfactory.*

A. M&E Design

114. *The M&E design is rated Highly Satisfactory.* The ProDoc, CEO Endorsement, and PIF includes an M&E plan and spell out M&E components, outcomes, outputs, and respective targets and indicators that enabled tracking and reporting of environmental, gender, and results during the implementation phase. The M&E plan had SMART indicators and appropriate targets to track environmental and gender results, and includes different required reports (such as PIRs, quarterly technical and financial reports, CBIT Tracking tool, annual co-finance reports) and respective timelines. An M&E budget was included in the ProDoc.

115. The ProDoc further spells out M&E roles and responsibilities of the PMU, Executing Agency, project executing partners, the PSC, CI-GEF, and CI internal audit, which is critical in clarifying who should perform different M&E responsibilities to ensure that they are done.

B. M&E Implementation

116. *The M&E implementation is rated Highly Satisfactory*. The M&E system operated as per the M&E plan. The PSC, which was the governance body, held quarterly meetings to monitor the execution of the project and provided timely guidance/feedback to the PMU and

stakeholders. The PSC together with the PMU fostered stakeholder involvement and ownership of the project.

117. Financial and technical quarterly reports were submitted to CI-GEF on time, by the 10th day of the month following the quarter. Where needed, the work plan and budget were realigned to adapt to changing situations. For instance, the budget was realigned to accommodate the communication allowance that would ensure that stakeholders purchase Internet bundles to join virtual meetings and to reflect the project's no-cost extension due to delays caused by the COVID-19 pandemic lockdown. The quarterly reporting schedule was said to have been easy to comply with since it allowed adequate time for several activities to be carried out.

118. CI-GEF conducted one field supervision mission to Uganda, where the agency staff interviewed key stakeholders and grantees and then produced a supervision report with actionable recommendations, which was shared with the stakeholders.

119. The project reported having sufficient funds and other resources to conduct all planned M&E activities. Annual financial audits were undertaken to monitor financial compliance. Additionally, monthly meetings were held with 2 representatives from each sector hub to share updates on project implementation and get guidance on the planned activities.

120. Project-generated information was used to improve implementation. During review meetings, progress data was used to assess progress, while challenges would inform designing strategies to adjust and address them such as instituting back-to-back meetings to accomplish the high number of planned meetings targeting the same people.

121. It was however noted that planned activities were very ambitious for the implementation period, the project achieved the results but a few activities needed more time. Some of the project targets such as moving Uganda to tier 2 reporting required more time to be accomplished.

8 ASSESSMENT OF IMPLEMENTATION AND EXECUTION

122. The assessment of project implementation and execution took into account the performance of the GEF Implementing Agencies and project Executing Agency(ies) (EAs) in discharging their roles and responsibilities.

A. Quality of Implementation

123. The quality of implementation is *Highly Satisfactory*. There was an appropriate focus on project results by CIGEF although targets were quite ambitious. The CIGEF project Agency provided its operations and technical staff to provide guidance, oversee, and supervise project execution in order to ensure timely reporting, risk mitigation, and delivery of expected results. Additionally, the agency guided project start-up and undertook one supervision mission. The CIGEF did what was expected since funds were released on time and they provided timely feedback on reports. The CIGEF Agency employed adaptive management to identify and mitigate risks in time, for instance when COVID-19 lockdown deterred physical meetings, CIGEF allowed the project to convert some funds for physical

meetings to data and airtime to allow key stakeholders to participate in virtual trainings and meetings. Furthermore, no-cost extensions, budget, and work plan realignment were made to accommodate delays and effects of the COVID-19 pandemic.

B. Quality of Execution

124. The quality of Execution is rated *Highly Satisfactory*. The MWE through CCD provided the overall policy guidance, given the mandate of the ministry, and supported the delivery of the project including coordination with relevant government agencies. AfRII and Vital Signs supported the CCD to undertake its executing function. TMWE through CCD provided staff for cooperation and relations during the implementation of the project and was responsible for the delivery of component 1 to support and establish the institutional arrangements.

125. Vital Signs and MWE/CCD worked closely with PMU to ensure project execution, for instance, all meetings were invited by the Permanent Secretary (PS) of MWE or Commissioner CCD. This ensured a good response from the sectors. The project had a CBIT focal point at CCD/MWE to link/coordinate with PMU and CCD/MWE. The CBIT Focal point at MWE also represented Uganda at the CBIT Global Coordination Platform and worked with the project manager to routinely update project progress on the global coordination platform. All activities were planned together with the CCD/MWE in accordance with the budget and work plan and approved by CI. The procurement of equipment for the government was guided by a request from the sectors approved by CCD MWE. Management of environmental and social risks and implementation, monitoring, and reporting of associated safeguard indicators and targets was adequately done.

126. Additionally, CCD, VS, AFrII were part of the PSC and played the following key roles coordination, decision making, and risk mitigation, and project management; and this strengthened the quality of project execution.

9 ASSESSMENT OF THE ENVIRONMENTAL AND SOCIAL SAFEGUARDS

127. *Overall rating of the design and implementation of safeguards is Highly Satisfactory.*

128. Under this criterion, the evaluator assessed whether appropriate environmental and social safeguards were addressed in the project's design and implementation (See Annex 5 for more details on the rating scale). It was expected that a GEF project would not cause any harm to the environment or any stakeholder. The TE assessed the screening/ risk categorization of the project along with the implementation of the safeguard plans that were approved by the GEF Agency.

A. Gender Mainstreaming

129. *Gender mainstreaming is rated Highly Satisfactory.* The evaluation sought to determine the extent to which the gender considerations were taken into account while designing and implementing the project.

130. *The project had a very strong gender mainstreaming component.* For instance, the ProDoc included a gender mainstreaming plan with elaborate gender mainstreaming outputs

per component, and a gender action plan as well as respective gender-focused indicators, targets, and responsibility for action. Gender was mainstreamed in all activities as follows:

a. *Identified/establishment of gender focal points.* Five gender focal points (100% women) were identified/established in different sector hubs to foster equal participation of their staff and serve as champions for gender mainstreaming. The gender focal points were involved in project activities.
b. *Gender sensitization.* A gender sensitization workshop was held shortly after project inception to equip stakeholders with gender knowledge and the importance of gender in climate action.
c. *Affirmative action targeting 30% women involvement.* The project targeted to engage at least 30% of women in all project activities. This was achieved in most activities and even surpassed the gender targets. For instance, in the PIR for the fiscal year 2021 (FY 2021), it was reported that on average, 50% females and 50% males were represented in the established committees specifically, the PMU, PSC, and the CBIT sector hubs.
d. *Gender balance was also ensured when selecting trainees,* for instance, the PIR for FY 2021, reported that 207 stakeholders were engaged in project implementation, of which 58% were males and 42% were females, higher than the target of at least 30% females. In all, 81 people (31% females and 69% males), out of the 207 stakeholders from 6 sectors were trained.
e. *Gender disaggregated data was collected throughout project life:* Project data collection tools were disaggregated by sex and analysis in reports reflected gender disaggregation, showing the percentage of female and male beneficiaries. The youth aged 20 years and above were also encouraged to participate in the activities to foster inclusiveness. All project data was disaggregated by sex and age
f. *Gender was mainstreamed in technical reports:* The FY 2021 PIR states that 6 plans and manuals that include gender considerations were developed.

131. Generally, the number of trainees was low due to communication challenges experienced following the adoption of the virtual working mode, caused by restrictions of movements during the 2020 COVID-19 lockdown. It was also noted that generally, there are fewer female employees in the state and non-state institutions that were part of the sector hubs, hence low female numbers. The gender roles of women also made it more difficult for them to join virtual meetings regularly due to competing priorities in the households due to remote working during the Corona virus pandemic.

B. Stakeholder Engagement

132. *Stakeholder engagement is rated Highly Satisfactory.* Under this criterion, the evaluator reviewed and assessed the Stakeholder Engagement Plan and project-specific aspects including involvement of civil society and the private sector. Most of the respondents from sector hubs rated stakeholder engagement as effective 11 out of 15 respondents (73%), the rest said it was fair.

133. The stakeholder engagement process started at the project design stage and consultations were made with relevant agencies through interviews, focus group meetings, and workshops. In situations where physical interaction was not possible, electronic media was used including telephone and emails.

134. Stakeholders were able to give guidance on project implementation and updates on ongoing activities in the respective sectors. The project developed and sustained dialogue with relevant government agencies, CSOs, the private sector, and development partners throughout project implementation.

135. The project built on pre-existing stakeholders that CCD had been engaging. The criteria for the selection of training participants were developed in consultation with sector departmental leads. Stakeholders were consulted and engaged in the project implementation phase through meetings, emails, phone calls, virtual meetings, and physical workshops.

136. Periodic project meetings enabled active participation of partners, with an attendance close to 100% for most meetings. Online meetings were also well attended. The challenge was that in some cases, the turnover in some sectors was high, different meetings were attended by different representatives, which limited continuity. In addition, different people would be at different levels of knowledge and appreciation of GHGI issues. To mitigate this, refresher orientations were continually done for newcomers.

137. The interactions were very effective. The stakeholders were engaged in project implementation processes. The focal points in different sectors played a key role in day-to-day linkages between sectors and the implementing partners. The PSC and focal points linked the project with high-level decision-makers at respective sector institutions who determine whether the interventions will be supported or not as well as possible future allocation of funds to related interventions. The project employed multiple techniques of knowledge and information sharing such as technical reports, factsheets, briefs, via social media, and website updates, email soft and print copies to cover a wide audience. For publicity, all equipment procured by the project was branded and stakeholders were branded shirts.

138. Overall, stakeholder participation in the training programme was very high. There were effective collaboration/interaction mechanisms between the various project partners and institutions during the implementation of the project. Stakeholders' interests were integrated into each component at every stage in implementation as follows.

139. The TE however noted that COVID-19 lockdown limited physical stakeholder engagements, hence the project management employed adaptive management through providing facilitation for the Internet to ensure continued stakeholder engagement through virtual platforms.

140. *Component 1: Establishing and strengthening the institutional arrangements for robust GHG emission inventory and MRV system.* A needs assessment was conducted to establish the roles and responsibilities of key stakeholders which informed the training needs. The assessment results informed the development of capacity strengthening strategies for effective and efficient GHG data management, governance, and UNFCCC reporting. Sector hub focal points and gender focal were established and these have continued to guide their respective sectors on climate action and to support the CCD in CC-related action.

141. *Component 2: Building capacity of key stakeholders to collect, process, and feed ~~gender-disaggregated~~ data into the GHG emissions inventory system.* Stakeholder participation was in the form of training to obtain knowledge and skills and to inform policy and decision-

making processes. The key stakeholders were mobilized at the hub level to participate and maximize the benefits from the learning processes.

142. *Component 3: Testing and piloting the GHG emission inventory and MRV system.* The component brought together all participating sectors for effective participation across the hubs. This provided the opportunity to demonstrate the knowledge and skills acquired by the Hubs, and also operationalize the equipment and tools procured by the project.

C. Accountability and Grievance Mechanism

143. *The project's Accountability and Grievance Mechanism (AGM) is rated Highly Satisfactory.* Overall, the AGM was well designed and implemented throughout the project.

144. The AGM was designed as part of the initial ProDoc and is consistent with CI-GEF Project Agency's "Accountability and Grievance Mechanism Policy #7". The AGM was developed to ensure that people affected by the project can bring their grievances to the Executing Agency for consideration and redress. As stated in the ProDoc, the mechanism was in place before the start of project activities and was disclosed to all stakeholders. The PMU shared AGM widely via emails, on the AfrII, CCD websites, and during workshops and took efforts to ensure stakeholders were aware of the AGM. The key stakeholders were aware of the AGM.

145. The AGM was triggered once during the project. As noted in the PIR document, all the grievances received were resolved. For instance, the grievance regarding the procurement of the GHGI-MRV training consultants' terms of reference and contract and the grievance was resolved.

10 LESSONS LEARNED

146. Flexibility in project design enables projects to adapt accordingly and respond to unforeseeable circumstances. When the COVID-19 hit the country, most of the stakeholders became unavailable and their participation became inconsistent. The communication allowance, which was provided by the project enabled the team to continue engaging stakeholders and participate in virtual training sessions amidst the difficult times.

147. Virtual platforms are useful but in Uganda, it is recommended to hold a mix of virtual and physical trainings in-order to achieve optimum and long-term impact. Due to movement restrictions and remote working imposed by the COVID-19 lockdown, there was no option but to hold virtual trainings. However, this is a key lesson for future projects that will be operating under normal circumstances.

148. Remote working negatively disproportionately affects women more than men due to the several gender roles that women have to play. This limits women's regular attendance of meetings since they are often taken up by home chores including caregiving to the children and the sick. This calls for establishing meeting times that are convenient for both men and women for increased gender representative participation.

149. Participation of key stakeholders in the project through formal working arrangements yields great results. Key stakeholders invested in the project and owned the results.

Significant policy outcomes were achieved through formal working arrangements in a short period, among other results. Co-designing activities together with stakeholders such as joint development of data collection tools creates ownership. Upfront planning with stakeholders and knowing who the key influencers, is essential.

150. Synchronizing project activities prevents duplication and wastage of resources and leads to value for money. This was achieved through organising back-to-back meetings for activities targeting the same stakeholders and efficiencies were realized through paying transport refunds once for more than one activity hence reducing duplication of efforts.

151. Engaging top management in different sector institutions creates buy-in and supports the continuity of project activities. Stakeholder mapping was conducted, and senior leadership of sector hubs and other institutions were targeted and brought on board. The GHG data sharing MoUs were signed because leadership was involved. Additionally, through buy-in from leadership, results of the CBIT project also informed the CC Act. Additionally, the sectoral inventories will feed into the national inventory which over time will influence national planning, development, and policy formulation hence it is important to ensure decision-makers and policy makers are onboard and involved throughout this process.

152. The local CSOs, academia, and private sector have a lot of data but were minimally engaged in GHGI. They are interested in contributing to the national GHGI and MRV systems. They need special capacity building and frameworks for data sharing.

153. The formal academic nature of the training course was essential to incentivize the active participation and motivation of the trainees. The use of highly experienced trainers gives credibility to the training. The certificates awarded were an incentive to stakeholders to participate in the trainings.

154. Technology adoption is crucial in driving virtual trainings, although personal one-on-one communication with course participants on how to use and log into online virtual classes since the trainees are at different levels.

155. Online training sessions enable stakeholders to access highly skilled trainers at limited costs and reinforces communication as well as coordination across sectors through the formation of networking groups for training participants for continued interaction over GHG reporting. However, even though virtual training is cost-effective, it should be complimented with physical trainings for long-term and maximum impact.

11 CONCLUSIONS AND OVERALL PROJECT PERFORMANCE RATING

156. *Overall, the project performance was rated Satisfactory as illustrated in Table 7.*

157. The project achieved all (100%) project outcome targets and 90% of output targets. It was however noted that the project activities were very ambitious compared to the timeframe and this was worsened by the COVID-10 lockdown. The project design was adequate, and the ToC had an elaborate logical link between outputs and outcomes. Some aspects of efficiency needed strengthening, such as progress towards impact and sustainability.

Table 7: Overall project performance rating

CRITERIA	RATING
1. ASSESSMENT OF PROJECT RESULTS	**HIGHLY SATISFACTORY**
A. Outputs	**Satisfactory**
B. Outcomes	**Highly Satisfactory**
iv. Relevance	**Highly Satisfactory**
v. Effectiveness	**Highly Satisfactory**
vi. Efficiency	**Satisfactory**
5 SUSTAINABILITY	**MODERATELY LIKELY**
6 PROGRESS TO IMPACT	**SATISFACTORY**
7 ASSESSMENT OF M&E SYSTEMS	**HIGHLY SATISFACTORY**
C. M&E Design	**Highly Satisfactory**
D. M&E Implementation	**Highly Satisfactory**
6 ASSESSMENT OF IMPLEMENTATION AND EXECUTION	**HIGHLY SATISFACTORY**
C. Quality of Implementation	**Highly Satisfactory**
D. Quality of Execution	**Highly Satisfactory**
7 ASSESSMENT OF THE ENVIRONMENTAL AND SOCIAL SAFEGUARDS	**HIGHLY SATISFACTORY**
D. Gender	**Highly Satisfactory**
E. Stakeholder Engagement	**Highly Satisfactory**
F. Accountability and Grievance Mechanism	**Highly Satisfactory**
OVERALL PROJECT RATING	**HIGHLY SATISFACTORY**

KEY

	Highly Satisfactory
	Satisfactory
	Moderately Likely/Satisfactory

12 RECOMMENDATIONS

158. The following recommendations were arrived at following analysis of findings, gaps identified, and lessons learnt as presented in Table 8. Since this project has ended, the recommendations will apply to similar ongoing projects in the same context and future related projects. Additionally, some recommendations will inform strategies that MWE/CCD and follow-on projects could take to strengthen GHG reporting.

Table 8: Recommendations

NO.	FINDING/CHALLENGE	RECOMMENDATIONS
	Effectiveness	
1.	Project targets were too ambitious compared to the timeframe; hence some activities were not completed such as the transition of Uganda from Tier 1 to Tier 2 reporting since they require more time and continued providing technical support to CCD and sector hubs.	Factor in time and other required resources so as to set more realistic targets. Similar projects should have at least 40 months of implementation since all CBIT projects in the region asked for no-cost extensions and were not completed before 40 months elapsed. **Responsibility:** CI-GEF **Timeline:** Future projects
2.	Due to COVID-19 lockdown, the training sessions were mainly virtual which limited hands-on practical and field experience.	• Design follow-on trainings a more practical approach with more hands-on and field sessions and include a provision of technology/equipment to facilitate measurements of emissions. • Employ a blend of virtual and physical training methods where feasible to harness the benefits of both methods. **Responsibility:** CI-GEF **Timeline:** Future projects
3.	Sectors expressed the need for more capacity strengthening and a lack of equipment to measure and monitor sector-specific emissions.	• Follow-on projects should conduct a capacity gap analysis to determine the level of knowledge acquired and the kind of data being collected per sector as well as relevant gadgets that may be required. The assessment results will compare with the baseline capacity needs assessment that was undertaken by the project in conjunction with stakeholders. • Provide appropriate technology/equipment based on the assessment to monitor emissions and field level demonstration of GHG emission monitoring activities. **Responsibility:** CCD and funding agencies **Timeline:** December 2021
4.	Local CSOs, academia, and the private sector were not engaged yet they have a lot of GHGI data.	• Strengthen engagement with and capacity of local CSOs, academia, and the private sector since they have a lot of GHGI data. • Leverage partnerships with CSOs, academia, and private sector institutions. **Responsibility:** CCD and follow-on **Timeline:** Future projects

NO.	FINDING/CHALLENGE	RECOMMENDATIONS
	Efficiency	
5.	Very limited project timeframe yet very many activities.	Assess the CBIT project duration for follow on projects, to be at least 40 months, since all CBIT projects even (pre-COVID-19) had asked for no-cost extensions and none was completed before 40 months elapsed. **Responsibility:** CI-GEF and follow-on **Timeline:** Future projects
6.	Limited leveraging of partnerships and additional non-GEF resources.	Projects should put more effort to leverage partnerships and additional non-GEF resources. This will result in more cost-effectiveness and encourage more future investments by GEF and other climate finance donors.
	Theory of change and M&E	
7.	Lack of a theory of a change in the project documents.	Future projects should develop a theory of change depicting the logical link between project results. **Responsibility:** CI-GEF **Timeline: Future** projects
	Sustainability	
8.	The project did not have a stand-alone exit strategy with elaborate exit strategies.	Develop an exit strategy with more elaborate exit strategies with more capacity-building strengthening activities for monitoring how the trained technical staff continue to apply the acquired knowledge. **Responsibility:** CCD, future projects **Timeline:** Future projects
9.	Heavy reliance on GEF funds.	Leverage partnerships and non-GEF resources to enhance the continuity and sustainability of interventions. **Responsibility:** MWE/CCD **Timeline:** Future projects
10.	Uganda not yet performing tier 2 and 3 reporting.	Co-fund a follow-on project to enable Uganda to achieve the intended transparency reporting. **Responsibility:** MWE/CCD, GEF, other ADPs **Timeline:** Future projects
	Coordination	
11.	The need to sustain the momentum of GHG reporting.	• Strengthen operationalization of established structures, that is focal points at the sector hubs through regular information sharing to foster smooth coordination. The sector hubs should partner more with ongoing CBIT initiatives in the country. • Institute frequent communication with key sector hubs to keep them informed about GHG initiatives and synergize

NO.	FINDING/CHALLENGE	RECOMMENDATIONS
		where possible to minimize duplication. This can be done through quarterly meetings and maintaining a WhatsApp group and/or mailing list of relevant sector hubs. **Responsibility:** MWE/CCD **Timeline:** December 2021

ANNEXES

ANNEX I: Terms of Reference of the Terminal Evaluation consultancy

Project Title: Terminal Evaluation (TE) for the "Strengthening the Capacity of Institutions in Uganda to Comply with the Transparency Requirements of the Paris Agreement" program.

Terminal Review

The Global Environment Facility (GEF) requires Terminal Evaluations (TEs) for full-sized projects and encourages Mid-Term Evaluations (MTE)s for medium-sized projects. TEs are conducted by independent consultants and are used as an adaptive management tool by GEF Agencies and as a portfolio monitoring tool by the GEF Secretariat. TEs are primarily a monitoring tool to identify challenges and outline corrective actions to ensure that a project is on track to achieve maximum results by its completion. All reports that are submitted must be in English.

I. Scope of Work:

a) Based on an approved work plan, the evaluator will conduct a desk review of project documents (i.e. PIF, Project Document, plans related to the Environmental and Social Safeguards [including Gender and Stakeholder Engagement], Work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, documents with project results, Finalized GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals, and Systems, etc.). The evaluator will also develop a key informant questionnaire that will be shared with the CI-GEF Agency for review.
b) The evaluator will host a workshop (in-person/virtual) with the Executing Agencies to clarify understanding of the objectives and methods of the Terminal Evaluation.
c) The conclusion of the workshop will be summarized in a Terminal Evaluation Report with the following information:
    a. Identification of the subject of the review, and relevant context
    b. Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?
    c. Objectives of the evaluation: What the evaluation aims to achieve (e.g. assessment of the results of the project, etc.)
    d. Scope: What aspects of the project will be covered, and not covered, by the evaluation
    e. Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability)
    f. Key evaluation questions
    g. Methodology including an approach for data collection and analysis, and stakeholder engagement
    h. The rationale for selection of the methods, and selection of data sources (i.e. sites to be visited, stakeholders to be interviewed)
    i. System for data management and maintenance of records
    j. Intended products and reporting procedures
    k. Potential limitations of the evaluation

d) The evaluator will undertake the evaluation of the project, including any interviews and in-country site visits.

e) Based on the document review and the in-country interviews/site visits, the evaluator will prepare a draft evaluation report following the outline in Annex 1. The report will be shared with the Executing Agencies and the CI-GEF Agency. Each party can provide a management response, documenting questions or comments on the draft evaluation report.
f) The evaluator will incorporate comments and will prepare the final evaluation report. The evaluator will submit a final evaluation report in word and PDF and will include a separate document highlighting where/how comments were incorporated.

II. Guidelines for Evaluator (s):

- Evaluators will be independent from project design, approval, implementation, and execution. Evaluators will familiarize themselves with the GEF programs and strategies, and with relevant GEF policies such as those on project cycle, M&E, co-financing, fiduciary standards, gender, and environmental and social safeguards.
- Evaluators will take the perspectives of all relevant stakeholders (including the GEF Operational Focal Point[s]) into account. They will gather information on project performance and results from multiple sources including the project M&E system, tracking tools, field visits, stakeholder interviews, project documents, and other independent sources, to facilitate triangulation. They will seek the necessary contextual information to assess the significance and relevance of observed performance and results.
- Evaluators will be impartial and will present a balanced account consistent with the evidence.
- Evaluators will apply the rating scales provided in these guidelines in Annex 2.
- Evaluators will abide by the GEF Evaluation Office Ethical Guidelines.

#	Activity	Due Date	Deliverable
1	Establish work plan	Introductory Call (Within one week of signing the service agreement)	Approved Work Plan
2	Perform TE desk review and develop key informant questionnaires	July 12th, 2021	Informant Questionnaires
3	Host a TE workshop (in-person/virtual) with the Executing Agencies to clarify understanding of the objectives and methods of the TE.	July 19th, 2021	TE Inception Workshop and Inception Workshop Report
4	Terminal Review of the project, including any interviews and site visits. The consultant should work with the Executing agency(ies) to identify the list of stakeholders to be consulted as part of the TTE	August 23rd, 2021	Presentation of initial findings to the Executing Agency, CI's General Counsel's Office (GCO), and CI-GEF Agency at the end of TE mission
5	Draft Final Report: Full report with annexes to be shared with CI GCO, CI-GEF Agency, Executing Agencies	September 6th, 2021	Draft Final Report
6	Revised report incorporating comments including annexed audit trail detailing how all received comments have (and have not) been addressed in the final TE report	October 30th, 2021	Final Report

ANNEX II: Composition of the Evaluation Team

The evaluation was conducted by a gender-inclusive team of four experts. the composition, expertise, and roles of the consultants are summarized in the table below.

THE COMPOSITION, EXPERTISE, AND ROLES OF THE CONSULTANCY TEAM

Name	Education	Profile
Dr. Julian Bagyendera (Team Leader/Evaluation Specialist)	**PhD** in Project Management**;** **Master's Degree** in Business Administration (MBA**) -**management **BA Social Sciences**	**Dr. Bagyendera** is a Project Management, Evaluation Specialist with over 26 years of work experience in climate change (CC), environment, agriculture, HIV/AIDS, population, reproductive health, malaria, socio-economic strengthening, social protection, education, gender mainstreaming, and integration, human and child rights, governance, advocacy, private/public partnerships, capacity building, and community development. As a team leader, she worked a national and international consultant for over 60 related assignments such as International consultant for the midterm review of **GEF/UNEP** for evaluating SLM/SFM project in Kenya, End-term evaluation for **World Bank (WB)/GE**F terminal evaluation for enhancing performance and accountability of social service contracts in Uganda; **WB** Strategic Country Cluster Evaluation (SCCE) in Uganda, as part of 23 countries in Sub-Saharan Africa; developed the national CC indicators for Uganda and facilitated a series workshops for mainstreaming CC into ministries supported by **USAID/Feed the futur**e, end-term evaluation for **WB/GPS**A project evaluation for enhancing performance and **accountability of social service contracts** in Uganda; developed the Country Program for Liberia **EU/UN** Spotlight to address GBV and SRHR issues, International consultant for UNAIDS/Geneva HIV/Social Protection Assessment Malawi. Developed the national climate change indicators and facilitated 38 Feed the Future Districts to develop CC action plans. She is the **Executive Director/Team Leader Evaluations** for Provide and Equip (P&E) Ltd, an M&E/Management Consultancy Firm headquartered in Uganda.
Ms. Sheila B. Kiconco (Team member/ CC Specialist)	**M.Sc.** Environment and Natural Resources, MAK, Uganda; **Bachelor** of Environmental Management, MAK, Uganda; **Certificate** in Project Planning and Management; **Certificate** in Environmental Journalism and Communication;	**Ms. Sheila Kiconco** is an environmental scientist with over 10-year experience in project development, management and has participated in UNFCCC reporting. She recently worked with Conservation International to assess GHG data management and training needs in five key emission sectors in Uganda (Energy, AFOLU, Waste, IPPU, and Transport) and participated in capacity building for GHGI and MRV. She was also involved in the development of an Integrated Quality Management System (IQMS) for GHG, Energy Management, Water Management, Air Quality and Measuring, Reporting, and Verification Systems. In 2018, Sheila worked as MRV/Climate Change consultant for Global Green Growth Institute (GGGI) to support the Government of Uganda to develop National Measuring Reporting Verification (MRV) Framework for Uganda which exposed her to a deeper

Name	Education	Profile
	Certificate in Sustainable Land Management	understanding of the thematic areas of the Green House Gas Inventory and NDC requirements under the Paris Agreement. Ms. Kiconco provided support in the preparation of Uganda's First Biennial Update Report (FBUR) and review of the NDC Implementation Plan. She was also part of the team that prepared Uganda's REDD+ Strategy and part of a consortium that developed a proposal for a NORAD Funded Project on Building Capacity for REDD+ in East Africa for Improved Ecosystem Health and Sustainable Livelihoods. In addition, she was a member of the consultancy team that developed Uganda's agriculture sector scoping study to assess greenhouse gas (GHG) emissions and carbon stocks and facilitated the preparation of climate change mitigation measures, including NAMAs.
Dr. Victor Indasi (Team member/CC Specialist)	**PhD** (Climate Science) Curtin University, Perth, Australia. **BSc** (Meteorology) First Class Hons. University of Nairobi, Kenya. **Certificate** in Monitoring, Evaluation, Accountability & Learning.	Victor holds a professional certificate in Monitoring, Evaluation, Accountability & Learning with 5 years post PhD work experience in multi-national, multidisciplinary projects funded by various donor agencies, including Future Resilience of African Cities and Lands (FRACTAL), Satellite and Weather Information for Disaster Resilience in Africa (SAWIDRA), Global Environment Facility's (GEF's) Small Grant Facility (SGF), Climate change predictions in Sub-Saharan Africa: impacts and adaptations (ClimAfrica) and Wind Atlas for South Africa (WASA). His experience includes research, project monitoring and evaluation, data collection & analysis, and communication through conferences, reports, and workshops.
Ms. Monica Mubezi Katiko, Efficiency/Financial Management Specialist	Master of Business Administration BA Economics and Statistics Post Graduate Diploma in Monitoring and Evaluation	Ms. Katiko is an Efficiency/Financial Management Specialist. She previously worked with KPMG; a global professional firm for 15 years at the Senior management level charged with and has carried out business advisory assignments in various business areas including; Mid-term and end-term project evaluations, preparation and review of financial management, and operational policies and procedures manuals; Organisational Capacity Assessments, Value for Money assessments, capacity building, determination of Indirect Cost Rate for organizations, Business Process Improvements, the establishment of start-up companies, programme cycle, and grant management in NGOs, business valuations, financial statements audit, special/investigative audits, financial analysis and due diligences across a wide range of sectors notably; Manufacturing, Banks, Insurance, telecommunications and Non-Government Organisations and have also held a managerial position in a telecommunications business. She has conducted efficiency evaluations under P&E for GEF/UNEP, Mid-term Review of the United Nations Development Assistance Framework (UNDAF 2016-2020), and Amref Health Africa, plus other several independent financial management consultancies.

ANNEX III: GEF Operational Principles

http://www.gefweb.org/public/opstrat/ch1.htm

TEN OPERATIONAL PRINCIPLES FOR DEVELOPMENT AND IMPLEMENTATION OF THE GEF'S WORK PROGRAM

1 For purposes of the financial mechanisms for the implementation of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change, the GEF will **function under the guidance of, and be accountable to, the Conference of the Parties** (COPs). For purposes of financing activities in the focal area of ozone layer depletion, GEF operational policies will be consistent with those of the Montreal Protocol on Substances that Deplete the Ozone Layer and its amendments.
2 The GEF will provide new, and additional, grant and concessional funding to meet the agreed **incremental costs** of measures to achieve agreed global environmental benefits.
3 The GEF will ensure the **cost-effectiveness** of its activities to maximize global environmental benefits.
4 The GEF will fund projects that are **country-driven** and based on national priorities designed to support sustainable development, as identified within the context of national programs.
5 The GEF will maintain sufficient **flexibility** to respond to changing circumstances, including evolving guidance of the Conference of the Parties and experience gained from monitoring and evaluation activities.
6 GEF projects will provide for **full disclosure** of all non-confidential information.
7 GEF projects will provide for consultation with, and **participation** as appropriate of, the beneficiaries and affected groups of people.
8 GEF projects will conform to the **eligibility** requirements set forth in paragraph 9 of the GEF Instrument.
9 In seeking to maximize global environmental benefits, the GEF will emphasize its **catalytic role** and leverage additional financing from other sources.
10 The GEF will ensure that its programs and projects are **monitored and evaluated** on a regular basis.

ANNEX IV: Results Framework (Project Indicator Performance Matrix)

H. Annex 8: SPARC Project Results Framework Assessed Level of Indicator Target Achievement

Results Framework Assessment Key

Green = Achievement Likely / Achieved / Exceeded	*Yellow = Partially Achieved / Achievement Uncertain*	*Red = Achievement Unlikely*	*Gray = Not applicable*

OBJECTIVE INDICATORS	END OF YEAR INDICATOR STATUS	PROGRESS RATING	COMMENTS/JUSTIFICATION	TE Assessment
Indicator a: Number of plans governing national protected areas systems integrating the effects of climate change on species and ecosystem targets	Potential protected areas action as a result of SPARC engagement efforts in Angola, Liberia, Thailand, Indonesia (West Papua), Colombia, Ecuador, Peru, Chile	Completed / Achieved	SPARC has conducted preliminary outreach to identify countries that are actively planning for protected areas as well as other conservation planning research programs in each region. This work will continue in FY19.	This objective level indicator did not include a target, either for achievement by project completion, or ex-post. There is no evidence that any national protected area plans or strategies have incorporated findings from the SPARC project, though this was not expected by project completion, and the project made progress toward this long-term outcome. There has been some particularly promising initial dialogue in a few

a. Achievement of Project Expected Objective:

PROJECT OBJECTIVE:	To support Institutions in Uganda to respond to the Transparency Requirements of the Paris Agreement

OBJECTIVE INDICATORS	END OF YEAR INDICATOR STATUS	COMMENTS/JUSTIFICATION
Indicator 1: Functional and well-coordinated inter-sectoral Institutional arrangement for ~~gender-disaggregated~~ data collection, processing, and sharing **Note**: "*Gender-disaggregated*" was removed from the indicator because GHG data cannot be gender-disaggregated	Inter-institutional and sectoral coordination mechanisms for GHG data collection, processing, and sharing amongst the six GHG key sectors (Agriculture, Energy, Waste, Forestry, and Other Land Uses (FOLU), Industrial Processes and Product use (IPPU), and Transport have been established. The intersectoral institutional engagement was strengthened by the signing of the Inter-Ministerial MoU and the five sector's MoUs on GHG data collection, processing, and sharing. These MoUs link the CCD-MWE and institutions operating in the six GHG emissions sectors to effectively collect, process, and share GHG data. The achievements are described below: a. **One Inter-Ministerial MoU was signed covering 10 Government Ministries.** The MoU was signed between the Ministry of Water and Environment and the following nine Ministries: The Office of the Prime Minister; The Ministry of Agriculture Animal Industry and Fisheries (MAAIF); The Ministry of Energy and Mineral Development (MEMD); The Ministry of Local Government (MoLG); The Ministry of Lands, Housing, and urban development (MLHUD); The Ministry of Trade, Industries and Cooperatives (MTIC); The Ministry of Finance, Planning and Local Development (MoFPLD); Ministry of Science, Technology, and Innovation (MoSTI). b. **Five sector MoUs were signed to operationalize the inter-ministerial cooperation Agreement.** The MoUs were signed between the Ministry of Water and Environment and the five Ministries representing the GHG emission sectors. The IPPU and	The signed inter-ministerial MoU can be accessed below: One Inter-Ministerial MoU was signed between the Ministry of Water and Environment and the following nine Ministries The signed sectoral MoUs are outlined below: 1. The FOLU sector: MoU MWE & the National Forestry Authority (NFA) 2. Agriculture sector: MoU MWE & the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) 3. Waste sector: MoU MWE & the National Environment Management Authority (NEMA) 4. Energy sector: MoU MWE & the Ministry Energy and Mineral Development (MEMD) 5. Transport sector: MoU MWE & the Ministry of Works and Transport (MoWT).

	Waste sectors were merged into one sector hub - this explains why there are five hubs instead of six sector hubs. c. **Five GHGI committees/sector hubs were established to represent** a) the agriculture sector; b) the Energy sector; c) the Transport sector; d) the FOLU sector; e) the Waste and IPPU sectors. The hubs comprised of five sector focal points (3 male and 2 female). These focal points represented the following six institutions: MAAIF, MEMD, MoWT, NFA, NEMA, and MTIC. These focal points managed GHG data across the six emission sectors. The Energy and Transport sectors were merged into one sector hub – this explains why there are five hubs instead of six sector hubs. Notably, all the institutions in the sector hubs are party to both MoUs hence an indication that GHG data sharing will continue. d. **MRV equipment was procured for CCD and the institutions in the five GHG emission sectors**. This strengthened the institutional capacity for data collection, processing, and sharing.	
Indicator 2: Adequate skilled staff and equipment in place for effective and efficient reporting	**Eighty-one (81) stakeholders[6] (56 men and 25** women) from state and non-state institutions benefitted from this project through training on the compilation of GHGIs, domestic MRV, the IPCC reporting requirements among other specialized subjects. The breakdown is as follows: 62 trainees graduated with a certificate as national GHGI experts, 16 were observers, and three were renowned national experts.	**81[7] stakeholders (69% men and 31% women) from state and non-state institutions benefitted from this project** through training on the compilation of GHGIs, domestic MRV, the IPCC reporting requirements among other specialized subjects. Out of the 81 beneficiaries, a total of 62[8] participants finished the course with 48 participants graduating with completion certificates (35% women, 65% men)

[6] CBIT Uganda graduates 60+ national experts on GHG inventory and MRV: https://www.afrii.org/cbit-uganda-graduates-60-national-experts-ghg-inventory-mrv/

[7] The Trainings: https://www.facebook.com/africainnovationsinstitute/posts/2995387903913936?__tn__=-R

[8] Poor application of fertilizers causing greenhouse gas emissions: https://www.newvision.co.ug/news/1522374/poor-application-fertilisers-causing-greenhouse-gas-emissions

	Six GHG emission sectors (Agriculture, Energy, Waste, FOLU, IPPU, and Transport) have the capacity for effective and efficient reporting because: a. Four activity data collection tools were developed and standardized by CBIT. The tools were for four sectors: agriculture, (MAAIF), energy (MEMD), transport (MoWT), and waste (NEMA). b. MRV equipment was procured for institutions in the sector hubs (MAAIF, MEMD, MoWT, NEMA, NFA) and CCD. The equipment was used during the training and compilation of Uganda's sector GHG inventory of 2016 to 2019 for six sectors (Agriculture, energy, waste, FOLU, IPPU, and transport). The equipment included. ● Dell Optiplex 7060 Desktop computer, ● HP Probook 430 ● APC 700 va UPS ● HP Color LaserJet Multi-Functional Printer ● HP LaserJet M402 Printer **Four sector activity data collection tools were developed.** This will ensure that Uganda can start collecting data for Tier 2 reporting.	**The target number of trainees at CEO Endorsement was 110** (77 men and 33 women). The number of trainees/direct beneficiaries fell short because of internet challenges faced by stakeholders due to remote working/ using virtual platforms for the training. Virtual platforms were adopted due to the movement restrictions imposed by the government to curb the spread of the coronavirus. **Partnerships:** CBIT partnered with the key sector institutions MAAIF, MEMD, NEMA, NFA, MoWT, MTIC who provided personnel during the implementation of the project activities especially during the compilation of the 2016-2019 sector GHG inventory. The institutions also provided GHG data for the inventory and reached out to data providers such as Kampala City Council Authority (KCCA), Uganda Bureau of Statistics (UBOS), and Uganda Revenue Authority (URA) for data and information that was used in the inventory compilation in the different sectors.
Indicator 3: GHG emission ~~gender-disaggregated~~ data collected, processed, and shared online. **Note**: "*Gender-disaggregated*" was removed from the indicator because GHG data cannot be gender-disaggregated	**Six (6) sectoral GHGI and MRVs were established.** The sectoral GHGIs were shared online on the newly CBIT established Uganda MRV portal. (https://ugandamrvportal.sharepoint.com/sites/ugandamrvportal) This link is only accessible to registered members. The information was transferred to the Uganda National Integrated MRV tool which was developed by the CCD with support from UNDP.	GHG activity data and information from 6 sectors (Agriculture, energy, waste, FOLU, IPPU, and transport) were collected from different subsector data providers, entered the IPCC software for emission calculations. The procedure manual for the collection of GHG data was developed and shared online on the CCD, AfrII, and the CBIT global coordination platform websites.

b. Achievement of Outcomes (by project component).

COMPONENT 1	Establishing and strengthening the institutional arrangements for robust GHG emission inventory and MRV system

Outcome 1:1	Outcome 1.1.: Institutional arrangements for data collection and processing in 5 key sectors (agriculture and land use; forestry, energy, transport, and waste) strengthened.

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	COMMENTS/JUSTIFICATION
Outcome indicator 1.1: Number of GHGI and MRV system frameworks for collecting, processing, and sharing data identified, defined, and elaborated.	1.1 At least one GHGI and MRV inter-ministerial coordination framework is institutionalized and operational for MWE/CCD's engagements with the sector hub s and GHGI and MRV stakeholders.	**One inter-ministerial coordination framework for GHGI and MRV has been institutionalized** through a Memorandum of Understanding (MoU) between the Ministry of Water and Environment and the following nine Ministries. Five sector GHG data sharing MoUs were signed to operationalize the inter-ministerial cooperation Agreement**.** The MoUs were signed between the Ministry of Water and Environment and the five Ministries representing the GHG emission sectors. The IPPU and Waste sectors were merged into one sector hub - this explains why there are five hubs instead of six sector hubs.	**Five GHGI committees/sector hubs were established** to represent a) the agriculture sector; b) the Energy sector; c) the Transport sector; d) the FOLU sector; e) the Waste and IPPU sectors. The hubs comprised of five sector focal points (3 male and 2 female). These focal points represented the following six institutions: MAAIF, MEMD, MoWT, NFA, NEMA, and MTIC. The IPPU and Waste sectors were merged into one sector hub – this explains why there are five hubs instead of six sector hubs. Notably, all the institutions in the sector hubs are party to both MoUs hence an indication that GHG data sharing will continue
Outcome Indicator 1.2: Number of inter-sectoral arrangements on GHGI and MRV system	At least four inter-sectoral arrangements are in place to facilitate engagement on GHGI and MRV.	**Five inter-sectoral arrangements are in place to facilitate engagements on GHGI and MRV.** This was achieved through the signing of the MoUs between the Ministry of Water and Environment and the five Ministries representing the GHG emission sectors. The IPPU and Waste sectors were merged into	All the five sectoral MoUs were signed. The last MoU was signed in July 2020. The respective NDC sector Ministries delayed signing the MoU because of the lockdown which was imposed by the

		one sector hub - this explains why there are five hubs instead of six sector hubs. The signed sectoral MoUs are outlined below: 6. The FOLU sector: MoU MWE & the National Forestry Authority (NFA) 7. Agriculture sector: MoU MWE & the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) 8. Waste sector: MoU MWE & the National Environment Management Authority (NEMA) 9. Energy sector: MoU MWE & the Ministry Energy and Mineral Development (MEMD) 10. Transport sector: MoU MWE & the Ministry of Works and Transport (MoWT).	Government due to the Corona Virus pandemic.
Outcome Indicator 1.3: Percentage increase in the number of inter-sectoral interactions on GHGI and MRV data collection and processing in compliance with Paris Agreement and IPCC guidelines	At least 30% increase intersectoral communication on data collection, sharing, processing, and transmission to CCD.	**40% increase** (over 44 months) in intersectoral communication on data collection, sharing, processing, and transmission to CCD. Specifically, six intersectoral hub technical meetings were held quarterly over 44 months (which has 15 quarters) hence the percentage increase is 40%. Cumulatively, 83 participants (42 men and 41 women).	There was increased intersectoral communication especially during the GHGI and MRV training. The sectors communicated on the progress of data collection from their respective data providers, the process of compilation of the GHGI especially during COVID-19 lockdown, and strategies of successful work during the lockdown
Outcome indicator 1.4: No of gender focal points integrated in the sector hu bs for GHGI operations	Gender considerations integrated into the GHGI and MRV system operations.	**A total of five sector hub gender focal points (100% women) were established in key GHGI sector institutions** (MAAIF - female, MEMD-female, NEMA=female), NFA-female, MoWT-female) to support GHGI and MRV in providing data and discussion and incorporation of gender issues in climate change actions and decision-making at the sectors e.g., to lobby for a gender lens/ consideration during sector activity plans and programs.	Gender was mainstreamed in the project, and this can be confirmed by the gender indicators in the safeguards section. Additionally, six plans and manuals that include gender considerations were developed

COMPONENT 2	Building capacity of key stakeholders to collect, process, and feed gender-disaggregated data into the GHG emissions inventory system

Outcome 2.1	The capacity of stakeholders built on data collection and processing protocols; and procurement of state-of-the-art equipment and tools

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	COMMENTS/JUSTIFICATION
Outcome indicator 2.1: Number of sectoral hubs equipped with standardized pro tocols, and state-of-the-art equipment and tools for MRV	At least three sectoral hubs equipped with standardized protocols, and state-of-the-art equipment and tools.	**Five sector hubs (Agriculture, Energy, Transport, Waste/IPPU, FOLU)** were equipped with MRV equipment. The Waste and IPPU sectors were merged into one sector hub. This explains why there are five hubs instead of six. **Four sector protocols for GHG data collection and processing were developed for four sector hubs** namely: Agriculture, Energy, Waste, Transport. In addition, one sector data protocol and tools were certified. Specifically, the livestock census tool was pretested, certified, and approved by UBOS and MAAIF Six sectoral GHGI and MRVs were established. **One ICT data collection and transmission tool were developed**. Specifically, **the Uganda MRV portal**[9] was established on SharePoint as a data compilation and transmission tool. This link is only accessible to registered members. The information was transferred to the Uganda National Integrated MRV tool which was developed by the CCD with support from UNDP.	The PMU carried out an assessment of equipment, materials, tools for communication, and GHGI in the five sectors and CCD MWE. MRV equipment was procured for institutions in the sector hubs (MAAIF, MEMD, MoWT, NEMA, NFA) and CCD. The equipment was used during the training and compilation of Uganda's sector GHG inventory of 2016 to 2019 for six sectors (Agriculture, energy, waste, FOLU, IPPU, and transport). The equipment included: ● Dell Optiplex 7060 Desktop computer, ● HP Probook 430 ● APC 700 va UPS ● HP Color LaserJet Multi-Functional Printer ● HP LaserJet M402 Printer

[9] The Uganda MRV portal: https://ugandamrvportal.sharepoint.com/sites/ugandamrvportal

Outcome Indicator 2.2: Number of technical staff trained in key emission sectors (agriculture and land use, energy, transport, and waste sectors) involved in GHG data collection, processing, and sharing	At least 50 staff (at least 30% women) from MoWE and the hubs trained on data collection and sharing, gender-disaggregated data, domestic MRV systems, and compliance to the IPCC and national requirements	**81 stakeholders 56 men and 25 women benefitted from this project through training** on the compilation of GHGIs, domestic MRV, the IPCC reporting requirements among other specialized subjects. The MRV equipment procured was used during the training and to compile the 2016-2019 sector GHG inventory. The equipment will support continuous work at the sector hubs.	Out of the 81 beneficiaries, a total of 62 participants finished the course with 48 participants graduating with completion certificates (35% women, 65% men) The training was a big success with many participants from the government and CSO. Although the project expected 30-35 staff for the training on the GHGI and MRV, the demand was high, and ended up training 81 participants from both government and non-state agencies. Due to COVID -19, all training activities had to be undertaken online. The participants were cooperative and were well-coordinated by their sector focal points to obtain all the available data from their respective subsectors for the establishment of the sector GHGI and MRV A regional exposure trip was scheduled after training but was cancelled due to the COVID-19 pandemic.

COMPONENT 3	Testing and piloting the GHG emission inventory and MRV system

Outcome 3.1	GHG inventory and MRV system functional

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	COMMENTS/JUSTIFICATION
Outcome Indicator 3.1: Number of operational sectoral data systems feeding into a National GHGI and MRV system	A national state of the art and cost-effective MRV system in place and fully operational, based on at least three sectoral hub data systems	**One national cost-effective MRV system is in place and operational and based on the six sectoral hub data systems**. The project developed six Green House Gas Inventories (GHGI) for the period 2016-2019 for the following six sectors: Agriculture, Energy, Transport, Waste, IPPU, and FOLU. Testing and	The project trained two staff from CCD on the management and operation of the MRV portal. The two staff were also equipped with skills to transfer the data to the National Integrated MRV tool - which was established at CCD with the support of UNDP. Six sectors were equipped with tools, equipment, and skills to support the national GHGI and MRV systems. The inventory and reporting were previously carried out by temporarily procured

		piloting the GHG emission inventory and MRV system was a great success. The six sector inventories were handed over to the CCD-MWE and will feed into the national GHGI which is being compiled by consultants hired by CCD to prepare the Third National Communication (TNC). The project established the Uganda MRV portal[10] with GHG inventory data and information from six sectors namely, Agriculture, energy, Waste, FOLU, Transport, and IPPU. A total of 75 stakeholders participated at the public launch of the sector GHGI and MRV systems.	consultants especially during the preparation of the NC or BUR. CBIT has supported full-time staff members from different government institutions with training on skills for compilation and analyses and reporting on GHG. The trained sector experts will continue with the skills in their routine duties, and they are now better informed on the data types they need, what is available and what needs to be improved for an effective MRV system
Outcome Indicator 3.2: Number of hubs that are compliant to the national and global CBIT coordination platform reporting requirements	At least four sectoral hubs that comply with national and CBIT reporting requirements.	**Five sector hubs are compliant with the national and CBIT reporting requirements**. The hubs are collecting, transmitting data in compliance with Tier 1 requirements.	Five GHGI committees/sector hubs represent a) the agriculture sector; b) the Energy sector; c) the Transport sector; d) the FOLU sector; e) the Waste and IPPU sectors. The IPPU and Waste sectors were merged into one sector hub – this explains why there are five hubs instead of six sector hubs. The hubs comprised of 5 sector focal points (3 male and 2 female). These focal points represented the following six institutions: MAAIF, MEMD, MoWT, NFA, NEMA, and MTIC. These focal points managed GHG data across the six emission sectors. Notably, all the institutions in the sector hubs are party to both MoUs hence an indication that GHG data sharing will continue

[10] Uganda's MRV portal: https://ugandamrvportal.sharepoint.com/sites/ugandamrvportal

c. Achievement of Project Outputs

INDICATORS	PROJECT TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING[11]	COMMENTS/JUSTIFICATION
Component 1: Establishing and strengthening the institutional arrangements for robust GHG emission inventory and MRV system.				
Outcome 1.1 Institutional arrangements for data collection and processing in 5 key sectors (agriculture and land use; forestry, energy, transport, and waste) strengthened				
Output Indicator 1.1.1.1: Number of governance structures to strengthen focal points in the sectors	A GHGI committee with representation from the different sectors hub focal points established.	**Five GHGI committees/sector hubs were established to represent** a) the agriculture sector; b) the Energy sector; c) the Transport sector; d) the FOLU sector; e) the Waste and IPPU sectors. **Five sector focal points (3 male and 2 female)** representing each GHG emission sector were selected from the institutions listed below. Notably, the IPPU and Waste sectors were merged into one sector hub: 1. The Ministry of Agriculture Animal Industry and Fisheries (MAAIF) represented the agriculture sector. 2. The Ministry of Energy and Mineral Development (MEMD) represented the Energy sector. 3. The Ministry of Works and Transport (MoWT) represented the Transport sector. 4. The National Forest Authority (NFA) represented the Forestry and Other Land Use (FOLU) sector. 5. The National Environment Management Authority (NEMA) represented the Waste sector. 6. The Ministry of Trade, Industries, and Cooperatives (MTIC) which represented the Industrial Processes and Product Use (IPPU) sector		The focal points led the GHG sector teams in their respective sectors to execute project tasks. For instance, the focal Points were the contact persons during the GHGI and MRV Training. They were also responsible for mobilizing participants in their sectors and linking the trainees to the trainers/mentors. Additionally, the focal points were the main contacts during the process of developing the GHG data-sharing Memorandum of Understanding (MoUs). The sector hubs are functioning and linking the sectors to the CCD-MWE with an established team of at least four National GHGI and MRV experts, led by five sector focal points and with one gender focal point representing each sector hub.
Output Indicator 1.1.1.2: Number of hubs for GHG data collection,	At least five hubs were established to manage	**Five GHGI committees/sector hubs were established to represent** a) the agriculture sector; b) the Energy sector;		

[11] **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

processing, and transmission established The following original indicator was rephrased because GHG emission data cannot be gender-disaggregated: *Output Indicator 1.1.1.2: Number of hubs for gender-disaggregated data established*	~~gender-disaggregated~~ data across the five sectors *The section above target is crossed because GHG emission data cannot be gender-disaggregated*	c) the Transport sector; d) the FOLU sector; e) the Waste and IPPU sectors. The hubs comprised of five sector focal points (3 male and 2 female). These focal points represented the following 6 institutions: MAAIF, MEMD, MoWT, NFA, NEMA, and MTIC. These focal points managed GHG data across the six sectors. The IPPU and Waste sectors were merged into one sector hub.	
Output Indicator 1.1.2.1: Number of gender focal points sensitized and integrated into the sector hubs	At least five gender focal points integrated into sector hubs	**Five Gender Focal Points (GFP) (100% women) were integrated into the sector hubs.** Monique Akullo (Waste), Catherine Nabukalu (Forestry), Juliet Atino (Transport), Annunciata Hakuza (Agriculture), Caroline Aguti (Energy). The focal points actively participated in project activities. The GFPs were responsible for ensuring that gender is considered during project implementation. They were key in enabling CBIT >30% participation of females in the project activities.	A gender sensitization workshop was held on 15th March 2019. The workshop was attended by a total of 46 participants (19 females and 27 males). A gender sensitization report on the importance of mainstreaming gender in climate change was published As an exit strategy, the Gender Focal Points were encouraged to lobby for gender mainstreaming in GHGI and MRV activities in their respective sectors.
Output Indicator 1.1.3.1: Number of Memorandum of Understanding (MoU) on data collection and sharing arrangements signed between MWE and the sectors	At least four MoUs signed by the sectors to operationalize the hubs with clear roles and responsibilities	**Six MoUs were signed by the sectors to operationalize the hubs with clear roles and responsibilities.** Refer to the description below: In respect to GHG emissions data and information collection/processing/ transmission, **One Inter-Ministerial MoU was signed covering 10 Government Ministries.** The MoU was signed between the Ministry of Water and Environment and the following 9 Ministries: The Office of the Prime Minister; The Ministry of Agriculture Animal Industry and Fisheries (MAAIF); The Ministry of Energy and Mineral Development (MEMD); The Ministry of Local Government (MoLG); The Ministry of Lands, Housing, and urban development (MLHUD); The	The signed inter-ministerial MoU can be accessed below: One Inter-Ministerial MoU was signed between the Ministry of Water and Environment and the following nine Ministries The signed sectoral Mous are outlined below: 1. The FOLU sector: MoU MWE & the National Forestry Authority (NFA) 2. Agriculture sector: MoU MWE & the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)

		Ministry of Trade, Industries and Cooperatives (MTIC); The Ministry of Finance, Planning and Local Development (MoFPLD); Ministry of Science, Technology, and Innovation (MoSTI). . **Five sector MoUs were signed to operationalize the inter-ministerial cooperation Agreement.** The MoUs were **signed** between the Ministry of Water and Environment and the five Ministries representing the emission sectors.	3. Waste sector: MoU MWE & the National Environment Management Authority (NEMA) 4. Energy sector: MoU MWE & the Ministry Energy and Mineral Development (MEMD) 5. Transport sector: MoU MWE & the Ministry of Works and Transport (MoWT).
Output Indicator 1.1.3.2 Number of technical guides developed	At least one data management needs report developed	**One** GHG data management and capacity needs assessment report was developed.	The report details capacity of five NDC sectors (Agriculture, forestry, energy, transport, and waste) to collect, process and interpret gender-disaggregated GHG data. A capacity development plan for the CBIT Uganda project was developed.
	At least one technical guide on the inter and intersectoral data sharing developed	**One** technical guide on inter and intersectoral data sharing was developed as Annex II of the MoU to operationalize the MoUs.	The guide was approved by the sectors and cleared by Solicitor General's office as an Annex to the MoU.
	At least one information and knowledge guide developed	**One** information and knowledge guide was developed. Specifically, a procedure manual of generating gender-disaggregated information in GHGI was developed	The manual is a guide on generating analyzing and reporting gender-disaggregated GHG information.
Output Indicator 1.1.3.3 Number of meetings to strengthen data collection, processing, and sharing	At least one intersectoral hub meeting is held each quarter	**A total of six intersectoral hub technical meetings were held quarterly** to share information regarding GHGI and MRV in the different sectors. Cumulatively, 83 participants (42 men and 41 women)	

Output indicator 1.1.4.1 Number of technical meetings held	At least one meeting was facilitated for MWE and hubs to determine needs and share information every quarter	**A total of six intersectoral hub technical meetings were held quarterly** to share information regarding GHGI and MRV in the different sectors. Cumulatively, 83 participants (42 men and 41 women)	
Output indicator 1.1.5.1: Number of cooperation mechanisms between government GHGI and MRV stakeholders and non-state actors developed	An inter-ministerial cooperation framework developed and operationalized through MoUs and regular meetings	**One Inter-ministerial Cooperation** Agreement covering 10 government ministries was developed. **Five sector MoUs were signed** to operationalize the inter-ministerial cooperation Agreement. The MoUs were signed between the Ministry of Water and Environment and the five Ministries representing the emission sectors.	One Inter-Ministerial MoU was signed between the Ministry of Water and Environment and the following nine Ministries Details about the five sectoral MoUs are under Output Indicator 1.1.3.1 above.
	A cooperation framework between MWE and CSO and the private sector developed and operationalized through MoUs and regular meetings	**NOT PURSUED**	**NOT PURSUED** The CBIT time frame was short to pursue MoU with the private sector and CSO. The Cooperation framework between MWE, the private sector and CSO will be spearheaded by the CCD MWE post project.
	A cooperation framework between MWE and Academia developed and operationalized through MoUs and regular meetings	**NOT PURSUED**	**NOT PURSUED** The CBIT time frame was short to pursue MoU with the private sector and CSO. The Cooperation framework between MWE and Academia will be spearheaded by the CCD MWE post-project.
Outcome 2.1.: Capacity of stakeholders built on data collection and processing protocols and procurement of state-of-the-art equipment and tools			
Output Indicator 2.1.1.1: Number of protocols developed tested and certified	A compendium of robust MRV data protocols for the four sectors developed	**Four protocols for data collection and processing were developed**. The protocols were from four sectors (Agriculture, Energy, Waste, Transport).	PMU and CCD revised/developed the Agriculture, Transport, Energy, and Waste sector GHGI tools. Details about the protocol

			development process are provided in the FY21 Q4 report.
	At least three sector data protocols pretested	**Four sector activity data collection tools were pretested.**	
	At least one sector data protocol and tool certified	**One sector data protocol and tools were certified**. Specifically, the livestock census tool was pretested, certified, and approved by UBOS and MAAIF.	The livestock census tool had been planned for use in the livestock census starting April 2020, but the plan was postponed because of the COVID-19 pandemic.
	At least one ICT data collection and transmission tool developed	**One ICT data collection and transmission tool were developed**. Specifically, **the Uganda MRV portal**[12] was established on SharePoint as a data compilation and transmission tool. The MRV platform was handed over to CCD MWE on 16th June 2020. Two staff of the CCD were trained on management of the Uganda MRV portal, and they will link this to the National integrated MRV tool being developed at CCD with support from the UNDP.	This portal is only accessible to specific people and not non-government people. Non-government people who would like to access the Portal should seek permission from the Government of Uganda.
Output Indicator 2.1.1.2: Number of technical reports developed	At least one needs and compliance report to IPCC and other national requirements developed	**One needs and compliance report** to IPCC and other national requirements was developed. An additional five needs and compliance report to IPCC have been drafted and will be completed post-project.	The PMU developed reports on status, needs, and compliance for GHGI and MRV for the agriculture, forestry, and waste sectors. The reports were shared for review by stakeholders in AFOLU and the waste sector. The reports on energy and transport are under review by PMU
Output Indicator 2.1.1.3: Number of hubs with capacity for timely reporting and communication	All hubs were equipped with materials and supplies to facilitate	**Five sector hubs** (Agriculture, Energy, Transport, Waste/IPPU, FOLU) were equipped with MRV equipment.	The MRV equipment was procured and handed over to the respective sector hubs on 18th March 2020.

[12] The Uganda MRV portal: https://ugandamrvportal.sharepoint.com/sites/ugandamrvportal

	communication and timely response to MWE GHGI requirements each quarter	The Waste and IPPU sectors were merged into one sector hub.	
Output indicator 2.1.2.1 Number of studies to strengthen capacities of field data teams	At least one training needs assessment across the five sectors conducted	**One capacity needs assessment** was undertaken across the 5 sectors and a report was published.	A capacity development plan for CBIT Uganda was developed.
	At least one survey was conducted to assess the capacity of the five hubs to collect, process, and interpret gender-disaggregated data	**Four surveys** were conducted on a needs assessment for collection analysis and reporting gender-disaggregated data.	
Output indicator 2.1.2.2 Number of training manuals and plans developed	At least one training manual on the integration of gender-disaggregated data developed	**One training Manual** on the integration of gender-disaggregated data was developed.[13]	
	At least one training manual on field data collection and processing developed	**Three training manuals** on field data collection and processing were developed.	The recommendations from the manuals were used during training on GHG Inventory development.
Output indicator 2.1.3.1: Number of studies to understand training needs for staff from the hubs and MWE CCD	At least three sector training needs studies conducted	**Six sectors (Agriculture, energy, IPPU, FOLU, Transport, and energy)'s training needs** were conducted to understand the training needs of the staff from the sector hubs and CCD MWE.	These results from the first three surveys informed the ToRs for consultancy on GHGI and MRV training. The results of the fourth study informed the revision of the training program

[13] Training Manual on integration of gender disaggregated data: https://www.cbitplatform.org/sites/default/files/projects/documents/procedure-manual-generating-gender-disaggregated-information-ghg-inventory.pdf

		-	to capture all vital needs including excel for GHG estimation.
Output 2.1.3.2 Number of manuals and plans developed to address the identifies gaps	At least one training manual is developed	**Two training manuals** and three plans were developed.	
Output 2.1.3.3 Number of staff trained in domestic MRV systems and	At least 30 staff trained (at least 30% women) and mentored on quantification of emissions and removals and reporting and communication	**62 participants (35% Women and 65% Men)** from government and CSOs have been trained and successfully graduated after finishing training and mentorship on emissions and removals and reporting and communication on GHG data.	
	At least 10 people from hubs, PMU and MWE CCD participate in exposure trips in three countries	**A total of six persons participated in exposure trips.**	
Output indicator 2.1.4.1.: Number of cross-sectoral meetings to share lessons learned and best practices	At least one cross-sectoral consultation meeting was held to enhance networking and learning.	**Six cross-sectoral consultation meetings** were held to enhance networking and learning.	
	At least three cross-sectoral field visits to enhance networking and learning.	**40 cross-sectoral field visits** to enhance networking and learning since the inception of the project.	
Output 2.1.4.2 Number of platforms developed to enhance knowledge sharing and learning on GHGI and MRV systems	At least one public knowledge platform developed	**One public knowledge platform was developed. The Uganda MRV portal was developed**. The portal is for knowledge and information sharing and data and information archiving. The six sectors have shared information and data on the portal including a comprehensive GHGI.	

Output 2.1.4.3 Number of persons trained on compilation and dissemination of dissemination materials	At least 12 staff trained (at least 30% women)	**A total of 24 participants, 11 men (46%) and 13 women (54%) were trained** on the compilation and dissemination of dissemination materials.	
	At least six publications on the project and transparency activities produced	**20 publications** on the project and transparency activities.	
Output 2.1.4.4 Number of stakeholder events to strengthen networking among GHGI and MRV actors	A national stakeholder forum on GHGI and MRV launched	One national stakeholder Forum for GHGI and MRV was held on 12th March 2019. The forum attracted a total of 48 participants (26 males and 22 females) from 21 institutions including 5 media houses	
	At least two publications are produced annually to share information and knowledge	**20 publications** on the project and transparency activities.	
Output indicator 2.1.5.1 Number of assessments to confirm equipment and tools per sector conducted	A review and assessment of current equipment in at least three sectors	**One assessment:** PMU carried out an assessment of equipment, materials, tools for communication, and GHGI in the five sectors and CCD MWE.	
Output indicator 2.1.5.2 Number of sectors for which state of the art equipment and tools are procured in response to needs and gaps identified	State-of-the-art equipment and tools procured for at least three sectors	**MRV equipment was procured for five sectors and CCD in response to the needs and gaps identified.** The equipment was handed over to the respective sector hubs and CCD on 18th March 2020 during the launch of the GHGI-MRV Training at the Golf Course Hotel, Kampala.	
Output indicator 2.1.5.3 Number of equipment and tools maintenance plans developed	At least two-sector equipment and tools maintenance plans developed	All beneficiaries were entrusted with the task of incorporating the acquired equipment in the institutional assets' records for routine maintenance.	

		The equipment was all engraved with a code to indicate the donor, recipient, and code of equipment (year and serial number of equipment) e.g., GEF/CI/ AfrII/2019/001.	
Output indicator 2.1.5.3 Number of institutions equipped to produce project delivery support	At least two institutions equipped	**Seven institutions were equipped to produce project delivery support.** The institutions include CCD MWE, AfrII PMU, MAAIF, MEMD, NFA, NEMA, MoWT.	The equipping of the institution was guided by the project document and approved project budget.
Output Indicator 3.1.1.1 Number of hubs facilitated to collect and transmit GHG data	At least three sectors facilitated to collect and transmit 100% of their data	**Five GHGI committees/sector hubs represented by the six institutions below were** provided with MRV equipment and trained to collect and transmit 100% of their data. 1. The Ministry of Agriculture Animal Industry and Fisheries (MAAIF) represented the agriculture sector. 2. The Ministry of Energy and Mineral Development (MEMD) represented the Energy sector. 3. The Ministry of Works and Transport (MoWT) represented the Transport sector. 4. The National Forest Authority (NFA) represented the Forestry and Other Land Use (FOLU) sector. 5. The National Environment Management Authority (NEMA) which represented the Waste sector & The Ministry of Trade, Industries, and Cooperatives (MTIC) which represented the Industrial Processes and Product Use (IPPU) sector.	The equipment was handed over to the respective sector hubs on 18th March 2020 during the launch of the GHGI-MRV. 81 participants (31% women and 69% men) from six sectors were trained on domestic MRV and the IPCC reporting requirements. The breakdown of trainees is as follows: 62 trainees graduated with a certificate as national GHGI experts (35% women and 65% men), 16 observers, 3 recognized national experts. Before the CBIT Uganda project, the sector teams only received basic theoretical training on domestic MRV and IPCC guidelines, but no experience of GHG data collection or processing for GHGI and MRV systems.
Outcome 3.1: GHG inventory and MRV system functional.			

Output Indicator 3.1.1.2 Number of staff oriented to the CBIT global coordination platform	At least 10 staff (at least 30% women) of PMU, MWE CCD, and hubs familiar with CBIT global coordination platform	20 staff (40% women) of PMU, MWE CCD, and hubs familiar with CBIT global coordination platform. These include the mitigation team at CCD, PMU, sector focal points, and gender focal points.	Ms. Irene Chekwoti was appointed as the Uganda focal point to the global CBIT coordination platform.
Output Indicator 3.1.1.3 Number of hubs who will be 100% compliant to CBIT based on Tier 2	At least five hubs are collecting data in compliance to Tier 2 requirements	**Five sector hubs (Agriculture, Energy, Transport, Waste/IPPU, FOLU)** were equipped with skills and standardized tools to collect data in compliance with tier 1 reporting requirements. **Note:** The reason why there are five sector hubs instead of six in some sections is that the Waste and IPPU sectors were merged into one sector hub. Refer to details under Output Indicator 1.1.1.1.	The teams needed support to collect activity data for tier 1 reporting and support to develop country-specific emission factors to enable them to report in compliance to tier 2 reporting. This can be achieved through CBIT 2 support.
	At least four hubs will have data and information on the GEF CBIT tracking tool	**Five sector hubs (Agriculture, Energy, Transport, Waste/IPPU, FOLU**) have provided information on the GEF CBIT tracking tool.	The reason why there are five sector hubs instead of six in some sections is that the Waste and IPPU sectors were merged into one sector hub. Refer to details under Output Indicator 1.1.1.1.
Output indicator 3.1.2.1 Number of hubs for which GHGI are in place **Output 3.1.2: Sectoral** inventory Green House Gas emissions (by sources) and by removals (by sinks) in place ***This output was edited to focus on sectoral Inventories instead of a national inventory at the request of CCD***	At least four hubs with GHGI in place	The project developed **six Green House Gas Inventories (GHGI) for the period 2016-2019 for the following six sectors: Agriculture, Energy, Transport, Waste, IPPU, and FOLU**. The six sector inventories were handed over to the CCD-MWE and will feed into the national GHGI which is being compiled by consultants hired by CCD to prepare the Third National Communication (TNC).	The reason why there are five sector hubs instead of six in some sections is that the Waste and IPPU sectors were merged into one sector hub. Refer to details under Output Indicator 1.1.1.1.
	At least four hubs are facilitated to do a C-accounting (emissions and removals)	**Six sector hubs were trained** on C-accounting (emissions and removals) and the use of GHGI to inform decision-making.	

	At least four hubs are facilitated to analyze, interpret, and disseminate data to support national reporting and policy processes.	**Six sector hubs** were facilitated to analyze, interpret, and disseminate data to support national reporting and policy processes	
Output indicator 3.1.3.1 Number of stakeholders aware of the GHGI and outputs.	At least five sector briefs were developed and disseminated by the sectors	**Six sector briefs were developed** including four factsheets and two status reports.	
	At least 50 stakeholders participate at GHGI and MRV systems launch	**81 participants** (31% women and 69% men) from six sectors were trained on domestic MRV and the IPCC reporting requirements. These trainees also participated in the launch of the sectoral GHGIs and MRV system.	The GHGI and MRV was launched on 16th June 2020
Indicator 3.1.4.1: No of public finance options identified and mobilized for GHG and MRV capacity development	At least two project proposals developed	One concept note on CBIT 2 was developed together with the CCD and submitted to CI for consideration.	

ANNEX V: Data Collection Tools


Tool 1_ Key Informant


Tool 2_Key Informant


Tool 3 _Key Informant


Tool 4_Key Informant


Tool 5_Key Informant


Tool 6_Key Informant


Tool 7_ Key Informant

ANNEX VI: Rating Scales

The main dimensions of project performance on which ratings are first provided in terminal evaluation are: outcomes, sustainability, quality of monitoring and evaluation, quality of implementation, and quality of execution. The CI-GEF Agency also includes ratings for environmental and social safeguards.

Outcome Ratings:

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

a. Relevance
b. Effectiveness
c. Efficiency

Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

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

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

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

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

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

Project M&E Ratings:

Quality of project M&E will be assessed in terms of:
- Design
- Implementation

Quality of M&E on these two dimensions will be assessed on a six-point scale:
- Highly satisfactory (HS): There were no short comings and quality of M&E design / implementation exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of M&E design / implementation meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of M&E design/implementation more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of M&E design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of M&E design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in M&E design/ implementation.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of M&E design/implementation.

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

- Highly satisfactory (HS): There were no short comings and quality of environmental and social safeguard plans design/implementation exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of environmental and social safeguard plans design/execution met expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of environmental and social safeguard plans design/implementation more or less met expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of environmental and social safeguard plans design/implementation somewhat lower than expected.

- Unsatisfactory (U): There were major short comings and quality of environmental and social safeguard plans design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of environmental and social safeguard plans design/implementation
- Unable to Assess (UA): The available information does not allow an assessment of the quality of environmental and social safeguard plans design/implementation

Environmental and Social Safeguards:

The approved environmental and social safeguard plans will be rated according to the following scale.

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

ANNEX VII: List of Key Stakeholders Consulted

NAME	POSITION	ORGANIZATION
Steven Muwaya	Project Steering Committee Member	Ministry of Agriculture, Animal industry and Fisheries (MAAIF)
John Tumuhimbise	Project Steering Committee Member	Ministry of Energy and Mineral Development (MEMD)
Tom Rukundo	Project Steering Committee Member	National Environment Management Authority (NFA)
Mike Nsereko	Project Steering Committee Member	National Environment Management Authority (NEMA0
Ronald Amanyire	Project Steering Committee Member	Ministry of Works and Transport (MoWT)
Irene Chekwoti	Senior Climate Change Officer-Mitigation	Climate Change Department (CDD), Ministry of Water and Environment (MWE)-CCD-MWE
Felly Tusiime	Project Manager	Africa Innovations Institute – AfrII
Bernard Fungo	GHG Expert/Statistician	Africa Innovations Institute – AfrII
Elizabeth Ahumuza	Climate Scientist	Africa Innovations Institute – AfrII
Prof. Otim Nape	CEO	Africa Innovations Institute – AfrII
Prossy Ogwal	Finance Manager	Africa Innovations Institute – AfrII
Peter Alele	Senior Director, Conservation Science, Vital Signs	Conservation International
Victor Esendi	Senior Technical Manager, Sustainable Production, Vital Signs	Conservation International (CI)
Judy Stanley	Operations Director-Africa Regional Programmes, Vital Signs	Conservation International (CI)
Charity Nalyanya	Director, Project Management Africa, CIGEF Agency	Conservation International (CI)
Ian Kissoon	Director, Environmental and Social Framework, CIGEF Agency	Conservation International (CI)
Shannon Wiecks	Grants Manager, CIGEF Agency	Conservation International (CI)
Kanzomba Imelda	Senior Agricultural Officer/ Sector team lead	Ministry of Agriculture, Animal industry and Fisheries (MAAIF)
Lwasa James	GIS Specialist	National Agricultural Research Organization (NARO)
John Diisi	Coordinator GIS/ Sector team lead	National Forestry Authority (NFA)
Edward Senyonjo	Coordinator Inventory and Surveys	National Forestry Authority (NFA)
Sam Kissa	Geodatabase Officer	National Forestry Authority (NFA)
Joanita Nabulime	GIS Technician	National Forestry Authority (NFA)
Charles Mutemo	Principal Environment Officer/ Sector team lead	Ministry of Work and Transport (MoWT)
Atino Juliet	Senior Environment Officer	Ministry of Work and Transport (MoWT)
Akumu Justine	Energy Officer/ sector team lead	Ministry of Energy and Mineral Development (MEMD)
Lazarus Oketch	Energy Officer- Bioenergy	Ministry of Energy and Mineral Development (MEMD)
Joshua Mutambi	Commissioner Dept. Industry	Ministry of Trade Industry and Cooperatives (MoTIC)
Prime Blessed Fom	Officer	Ministry of Trade Industry and Cooperatives (MoTIC)
Kassim Semanda	Officer	Ministry of Trade Industry and Cooperatives (MoTIC)

NAME	POSITION	ORGANIZATION
Stephen Mbogo Kirya	Officer	Ministry of Trade Industry and Cooperatives (MoTIC)
Dan K. Kiguli	Environmental Inspector/ Sector team lead	National Environment Management Authority (NEMA)
Monique Akullo	Senior Monitoring and Evaluation Officer	National Environment Management Authority (NEMA)
Twesigye Innocent	Senior Officer	National Water and Sewerage Corporation (NWSC)
Richard Mukasa Mugambwa	Engineer	National Environment Management Authority (NEMA)
Gerald Babi	Senior Water Officer	Directorate of Water Resource Management
Sophie Luwano	Water Officer	Directorate of Water Resource Management
George Masengere	Senior Environmental Officer	Mukono Municipal council
Keith Ahumuza	Statistician	Uganda Bureau of Statistics
Gloria Namande	Project Manager	NDC Support Program
Isaac Okiror	GHG/IT Officer	Climate Change Department (CDD), Ministry of Water and Environment (MWE)-CCD-MWE
Isaac Rubayiza	Mitigation Officer	Climate Change Department (CDD), Ministry of Water and Environment (MWE)-CCD-MWE
Derrick Senyonga	Mitigation Officer	Climate Change Department (CDD), Ministry of Water and Environment (MWE)-CCD-MWE
Muhammad Semambo	Principal Climate Change officer -Adaptation	Climate Change Department (CDD), Ministry of Water and Environment (MWE)-CCD-MWE
Scovia Akot	Adaptation Officer	Climate Change Department (CDD), Ministry of Water and Environment (MWE)-CCD-MWE
Isaac Muhereza	Climate Change and Gender Officer	Rural Gender and Development Association (RUGADA)
Miriam Talwisa	National Coordinator	Climate Action Network-Uganda
Anthony Wolimbwa	Technical	ECO Uganda
Ibrahim Wanyama	Scientist	International Livestock Research Institute (ILRI)
Aggrey Ntakimanye	Scientist	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH - GIZ
Roberto Bencini	Consultant (GHGI/MRV Consultant) (Lead)	Petromall Ltd
Greg Coleman	Consultant (GHGI/MRV Consultant)	Petromall Ltd
Emma Salisbury	Consultant (GHGI/MRV Consultant)	Aether
Gerard Gwamba	Consultant (GHGI/MRV Consultant)	Nexus International University
Magnus Amajirionwu	Consultant (GHGI/MRV Consultant)	Nexus International University
Mark Dudley	Consultant (GHGI/MRV Consultant)	Ndege Skies
Martin Okello	Consultant (GHGI/MRV Consultant)	Quantum

ANNEX VIII: Documents Reviewed

No.	Document Name	Document Description
PROJECT IDENTIFICATION FORM (PIF) PHASE		
1	CBIT Uganda PIF	Approved CBIT Uganda Project Identification Form
PPG PHASE		
2	9814-cbit-uganda-prodoc	Approved CBIT Uganda Project document (Prodoc)
3	20200909_-gefid-9814-ci-gef-cbit-uganda_gef-cbit-tracking-tool	Approved CI-GEF CBIT tracking tool, in Microsoft excel.
4	9814-cbit-uganda-ceo-endorsement	Approved CBIT Uganda CEO endorsement document
5	9814-cbit-uganda-gender	Gender Mainstreaming Plan: - Approved document detailing the measures the project will take to ensure that gendered impacts are considered both at the PPG stage and during project implementation
6	9814-cbit-uganda-grievance-mechanism	Accountability and Grievance Mechanism plan: - Approved document detailing the measures the project will take to promote transparency and accountability in projects implementation
7	9814-cbit-uganda-stakeh	Stakeholder Engagement Plan: -Approved document detailing the measures the project will take to promote transparency and accountability in projects implementation
PROJECT IMPLEMENTATION PHASE		
8	20191018 FY19Q4 1001271 CBIT UGANDA FINANCIAL REPORT .v3	Financial report summary for in-kind contribution for Q4, 2019
9	Afrll Letter Financing support -CBIT Project	AFRII in-kind contribution as part CBIT Uganda co-financing for the period running from 1st September 2018 to 31st August 2019.
10	Co-finacing letter CBIT Uganda	CI – Africa Field Office cash contribution as part CBIT Uganda co-financing for the period running from 1st July 2018 to 30th June 2019.
11	CO-FINANCING SUPPORT FOR CAPACITY OF INSTITUTIONS IN UGANDA	Ministry of Water and Environment in-kind contribution as part CBIT Uganda co-financing for the period running from 1st September 2018 to 31st August 2019.
12	20181018_Inception Report_CBIT Uganda	CBIT Uganda inception workshop report, dated 3rd October 2018
13	Inter-ministerial Cooperation Agreement of 10 Ministries for GHG inventory in Uganda	Inter-ministerial Cooperation Agreement between MWE and other ministries in respect of GHG emission data and information collection/processing/transmission
14	Technical Guide for greenhouse gas data sharing in Uganda	Technical Guide for GHG data sharing between MWE and selected key emission sectors in Uganda.
15	1 Fact Sheet 1 Capacity Building Initiative for Transparency (CBIT) Uganda Project (1)	First Fact Sheet for CBIT Uganda project, produced in October 2018.
16	2 Fact Sheet 2 Status of greenhouse gas Inventory in Uganda- Agriculture Forestry and Other Land Uses	Second Fact Sheet for CBIT Uganda project, produced in December 2019.
17	3 Fact Sheet 3 - Uganda's Institutional Capacity to Comply with Transparency in	Third Fact Sheet for CBIT Uganda project, produced in January 2020.

	the Paris Agreement	
18	20200923_CBIT Questionnaire_Progress Report2020_Uganda	CBIT Uganda Questionnaire report
19	CBIT Uganda brochure	Brochure for CBIT Uganda project
20	CBIT APPRECIATION LETTER GEF-CI	Appreciation letter by MWE to CI-GEF highlighting achievements of CBIT Uganda project and suggestions for improving GHG emission reductions.
21	20200825_CBIT Uganda PIR_FY20_Approved	Approved PIR for the period starting 1st July 2019 to 30th June 2020.
22	20210816_CBIT Uganda PIR_FY21 (1)	PIR for the period starting 1st July 2020 to 30th June 2021.
23	20181122_CBIT Uganda FY 19 Q1 Progress report_Approved	Approved Q1 quarterly report for the period starting 1st July to 30th September 2018.
24	20190618_Q3 FY 19_CBIT Uganda_Technical Report	Approved Q3 quarterly report for the period starting 1st January to 31st March 2019.
25	20190830 Uganda CBIT Q4 FY19 Quarterly report - Approved	Approved Q4 quarterly report for the period starting 1st April to 30th June 2019.
26	20191213_ Uganda CBIT FY20 Workplan_with NCE - Approved	Approved Q1 quarterly report for the period starting 1st July to 30th September 2019.
27	20200303_Uganda CBIT FY20 FY20 Q2 (Oct -Dec 2019)	Approved Q2 quarterly report for the period starting 1st October to 31st December 2019.
28	Final Uganda CBIT FY20 FY20 Q3 (Jan-Mar 2020) _CI-GEF_Approved	Approved Q3 quarterly report for the period starting 1st January to 31st March 2020.
29	20200827_Uganda CBIT FY20 Q4 Workplan_APRIL-JUNE_Approved	Approved Q4 quarterly report for the period starting 1st April to 30th June 2020.
30	Approved 20201202_Uganda CBIT FY21 Q1 Workplan_Jul to Sept 2020	Approved Q1 quarterly report for the period starting 1st July to 30th September 2020.
31	20210518_CBITUganda FY21Q3_Jan to March 2021_Approved	Approved Q3 quarterly report for the period starting 1st January to 31st March 2021.
32	AFRII AMENDMENT -NO COST EXTENSION AUGUST 20	No-cost extension contract between CI and AFRII running between 30th June 2020 and 31st August 2020
33	AGRICULTURE MOU	Signed MoU between MWE and MAAIF on data sharing for national GHGI
34	CBIT - AfrII- Financials for 1st April 2019 to 31st August 2020 (3)	Financial statements and independent auditor's report for the period starting 1st April 2019 to 31st August 2020.
35	CBIT - AfrII- Financials for 27th August 2018 to 31st March 2019	Financial statements and independent auditor's report for the period starting 27th August 2018 to 31st March 2019.

36	CBIT_Co-Financing letter for MWE for Sept 19- Aug 20 (1)	MWE in-kind contribution as part CBIT Uganda co-financing for the period running from 1st September 2019 to 31st August 2020.
37	CBITAgreement Signed 23082018	Signed CBIT Uganda contract between CI and AFRII
38	CO-FINANCING for Afrll from Sept 19-Aug 20	AFRII in-kind contribution as part CBIT Uganda co-financing for the period running from 1st September 2019 to 31st August 2020.
39	MEMD MOU	Signed MoU between MWE and MEMD on data sharing for national GHGI
40	MoWT -MOU	Signed MoU between MWE and MoWT on data sharing for national GHGI
41	NEMA MOU	Signed MoU between MWE and NEMA on data sharing for national GHGI
42	NFA MOU	Signed MoU between MWE and NFA on data sharing for national GHGI
43	9163_2018_TER_CI_Global	Sample TE report shared by CI-GEF: - Enabling the use of global data sources to assess and monitor land degradation at multiple scales
44	CI_SPARC_TE_final_clean_8J AN20	Sample TE report shared by CI-GEF: - Spatial Planning for Protected Areas in Response to Climate Change (SPARC)