



THE REPUBLIC OF UGANDA

Internal Mid-Term Review Report for the Uganda UN- REDD National Programme



Acknowledgements:

The Internal Mid-Term Review Team is grateful to the Government of Uganda, through the Ministry of Water and Environment (MWE) as well as each of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and forest Degradation (UN-REDD) Agencies (UNDP, FAO, and UNEP) for taking time to internally assess the progress of the Uganda UN-REDD National Programme.

Composition of the Internal Mid-Term Review Team:

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¹ IUCN implements Outcome 3 of the UN-REDD National Programme for Uganda (under sub-contract from UNEP)



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List of Acronyms

ADC	Austria Development Cooperation
CSO	Civil Society Organizations
FAO	Food and Agriculture Organization of the United Nations
FCPF	Forest Carbon Partnership Facility
FIP	Forest Investment Programme
FREL/RL	Forest Reference Emissions Levels/ Reference Levels
FSSD	Forestry Sector Support Department
GoU	Government of Uganda
IMTR	Internal Mid-Term Review
IP	Implementing Partner
MRV	Measurement, Reporting and Verification
MWE	Ministry of Water and Environment
NCCAC	National Climate Change Advisory Committee
NDC	Nationally Determined Contributions
NDP	National Development Plan
NFA	National Forest Authority
NFI	National Forest Inventory
NFMS	National Forest Monitoring System
NPD	National Program Document
NS/AP	National Strategy/ Action Plan
NTC	National Technical Committee
R-PP	REDD Readiness Preparation Proposals
REDD+	Reducing Emissions from Deforestation and Forest Degradation, Enhancement of Forest Carbon Stocks, Sustainable Forest Management and Conservation
SESA	Strategic Environmental and Social Assessment
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and forest Degradation
UWA	Uganda Wildlife Authority



SUMMARY

This internal mid-term review (IMTR) report presents findings that were as a result of an internal evaluation of the Uganda UN-REDD National Programme which was conducted from 21-24th November 2016. The Uganda UN-REDD National Programme was launched in October 2015 is implemented by the Ministry of Water and Environment and the three UN Agencies namely - FAO, UNEP and UNDP. The Uganda UN-REDD National Programme complements the REDD+ process activities supported by the Forest Carbon Partnership Fund (FCPF), Austrian Development Cooperation (ADC) and the Government of Uganda (GoU).

The results of the IMTR for the Uganda UN-REDD National Programme are categorized between satisfactory to highly satisfactory amongst the various components with a likelihood of leading to significant impact as summarized in the Table 1.

Table 1: Summary of internal mid-term review of the Uganda UN-REDD National Programme performance

Assessment	Rating	Summary Assessment
Relevance	High	The IMTR finds the UN-REDD Programme components highly relevant.
Efficiency	Medium	Delays in implementation of the Programme at the on-set resulted in medium efficiency.
Effectiveness	High	The National Programme is highly effective
Sustainability	High	The design of each of the components is in such a way that there will be long-term sustainability of the REDD+ initiatives.
Impact	High	The solid foundations in each outcome have been laid for long-term socio-economic impact in Uganda.
Internal and External delays	N/A	Internal and external delays were as a result of bureaucratic challenges, multi-donor complexities, national capacities and technical processes.



1. INTRODUCTION

1.1. Context of the Uganda UN-REDD National Programme

The UN-REDD Programme is the United Nations collaborative initiative on Reducing Emissions from Deforestation and Forest Degradation in developing countries. The Programme was launched in 2008 and builds on the convening role and technical expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and, the United Nations Environment Programme (UNEP). The UN-REDD Programme supports national and international REDD+ processes and promotes the informed and meaningful involvement of all stakeholders, including Indigenous Peoples and other forest-dependent communities, in REDD+ development and implementation.

In April 2014, Uganda received an invitation from UN-REDD to prepare a National Programme Document (NPD). Subsequently, a UN-REDD scoping mission was undertaken in June 2014 jointly with FCPF's annual supervisory mission and potential areas where a UN-REDD National Programme could support Uganda on REDD+ Readiness were identified. The mission recommended completion and submission of Uganda's UN-REDD National Programme Document, which was approved at the 13th Policy Board meeting in November 2014 in Tanzania. Uganda's UN-REDD National Programme Document was signed on September 17th 2015 and the initiative launched on October 30th 2015 with a UN-REDD grant of US\$ 1,798,670 and additional UN-REDD backstopping support of US\$ 35,000. The anticipated start and end dates in the signed NPD are August 1st 2015 and July 31st 2017, respectively.

The UN-REDD National Programme joined the on-going efforts by the Government of Uganda (GoU), the World Bank's Forest Carbon Partnership Facility (FCPF) initiative, the Austria Development Cooperation (ADC) and other partners to support the country to complete most of the requirements of the REDD+ readiness phase by 2017, through implementation of Uganda's REDD+ Readiness Preparation Proposal (R-PP). The R-PP comprises four key components: (a) Readiness Organization and Consultation including setting up National REDD+ management arrangements and advancing consultation, participation and outreach; (b) REDD+ Strategy Preparation including assessment of land use, land use change drivers, forest law, policy and governance, REDD+ strategy options, implementation framework and social and environmental impacts; (c) Reference Emissions Level/Reference Levels, and; (d) Monitoring Systems for Forests and Safeguards, including National Forest Monitoring System (NFMS) and information system for multiple benefits and other impacts, governance and safeguards.

The overall goal of the UN-REDD National Programme is to enable Uganda to be ready for REDD+ implementation, including development of necessary institutions, policies, instruments and capacities, in a collaborative and leveraging way with other REDD+ readiness partners. The UN-REDD National Programme supports Uganda's REDD+ readiness process with three major outcomes led by UNDP, FAO and UNEP, respectively:



Outcome 1 (UNDP) – A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework;

Outcome 2 (FAO) – A National Forest Monitoring System (NFMS) is designed and set up, with appropriate Measuring, Reporting and Verification (MRV) functions; and

Outcome 3 (UNEP) – Sub-national implementation of the REDD+ national strategy is prepared and facilitated through an “integrated landscape management” approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions.

The UN-REDD National Programme support has so far been implemented by the timelines presented in Table 2 and based on the Budget presented in Table 3 below.

Table 2: The Uganda UN-REDD National Programme Timelines

Programme Title	Uganda UN-REDD National Programme
Programme Goal	Enable Uganda to be ready for REDD+ implementation, including development of necessary institutions, policies, instruments and capacities, in a collaborative and leveraging way with other REDD+ readiness partners.
Approval Date	November 2014
Launch Date	October 2015
End date	July 2017



Table 3: The Uganda UN-REDD National Programme Budget

UN Agency	Type of Support	Amount (USD)
FAO	Program Cost	640,000
	Indirect Support Cost	44,800
UNDP	Program Cost	601,000
	Indirect Support Cost	42,070
UNEP	Program Cost	440,000
	Indirect Support Cost	30,800
Total Funded Budget		1,798,670

1.2. Institutional Arrangement for the Uganda REDD+ Process

Management and Coordination: The Uganda REDD+ process is spearheaded by the Ministry of Water and Environment (MWE) through the Forest Sector Support Department (FSSD) which is the National REDD+ Focal Point and Uganda REDD+ Secretariat. Overall, the MWE is responsible for all technical and managerial aspects of the Uganda REDD+ process to achieve respective outputs and deliverables.

Policy-level Coordination and Participation: Uganda's REDD+ Process is supported by the National Climate Change Advisory Committee (NCCAC), formerly known as Climate Change Policy Committee (CCPC) which serves as an official platform for policy-level stakeholder participation and provides policy-level guidance and coordination. The NCCAC is a steering committee, comprised of policy-level representatives from key government and non-government institutions with significant mandate over climate change issues and or interest in REDD+. The committee reports to the Permanent Secretary, MWE.

Technical oversight: A National Technical Committee (NTC) appointed by the Permanent Secretary of MWE, with members from REDD+ stakeholders at managerial or senior level, provides technical oversight and guidance to the REDD+ process. The NTC brings into the REDD+ process diverse technical specializations and interests. Membership to the NTC is based on representation of key government and non-government institutions with significant interest and/or mandate over climate change and REDD+ issues. These members hold relevant technical expertise required to ensure that all aspects of the various components of R-PP implementation and the overall REDD+ process are effectively addressed, including among other adherence to REDD+ principles, national policy and legal frameworks and World Bank safeguards. The NTC reports to the NCCAC on technical aspects.

Technical Experts Support: Three taskforces, namely: Strategic Environmental and Social Assessment (SESA/Safeguards); Policy Legislation & Regulations; and Methodological/Measurement, Reporting and Verification (MRV) serve as platforms for specialists or experts to provide input into



the respective work of the consultants and technical agencies. Membership to the taskforces is based on individual technical relevance to the business of the taskforce. These members are drawn from national stakeholder's institutions or are independent specialists who serve on individual basis. The Taskforces report to the NTC.

Management and Coordination: The Forestry Sector Support Department/National REDD+ Focal Point (Uganda REDD+ Secretariat) is responsible for the day-to-day running of the Uganda REDD+ process. The National REDD+ Focal Point reports to the Permanent Secretary, MWE through the Commissioner for Forestry on overall progress, coordination and accountability for deliverables and outputs. The National REDD+ Focal Point/REDD+ Secretariat also provides secretariat services to the NCCAC, NTC and the Taskforces.

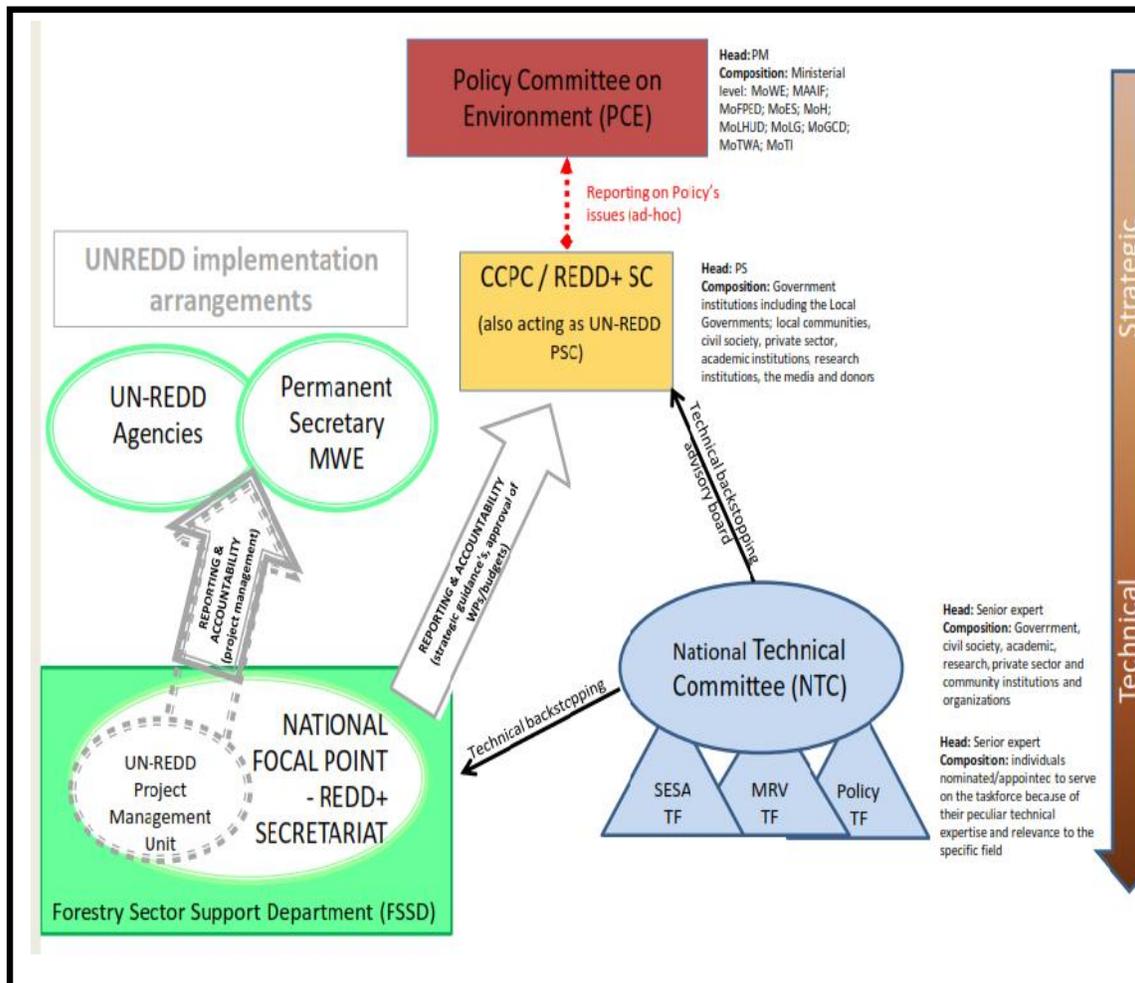


Figure 1: Illustration of Institutional Arrangements for the Uganda REDD+ Process



1.3. Implementation and coordination mechanisms:

The **Environment and Natural Resources Sector Working Group** provides the platform for integrating REDD+ process within the overall forest sector including, ensuring information sharing and feedback between stakeholders on issues of the REDD+ process in Uganda.

The **Joint Technical Review** provides the platform for MWE and development partners to assess overall performance of the forest sector, including issues pertaining to REDD+ process.

Joint Missions provide opportunities for the REDD+ Partners (FCPF/World Bank, FIP, UN-REDD Programme and ADC) to assess and monitor implementation progress of the overall REDD+ process and its individual components.

1.4. Objectives of the Internal Mid-Term Review

The implementation of the UN-REDD National Programme is monitored and evaluated periodically through internal and external reviews. These reviews are beneficial for project implementation as they provide in-depth review of programme implementation progress, and respond to the need for transparency and access to information during implementation. As per the guidance of the “UN-REDD Programme Handbook for National Programmes and other national-level activities”² this mid-term review was an internal exercise.

The purpose was to assess the progress made, challenges faced and lessons learned in order to inform any need for adjustment and realignment of activities including revision of work plans and budgets, where necessary, thereby ensuring adaptive management of the implementation of the Uganda UN-REDD National Programme.

The objectives of this internal mid-term review were:

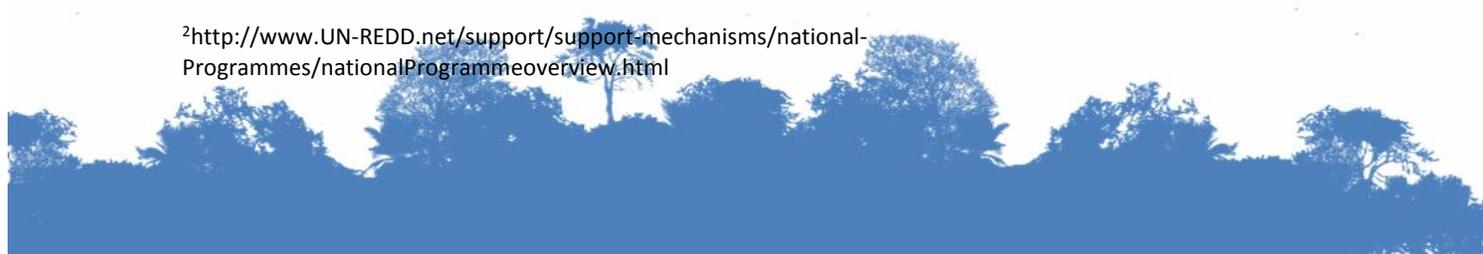
- To assess progress towards the achievement of objectives of the UN-REDD National Programme on the three outcomes led by UNDP, FAO and UNEP as compared to the original timeframe;
- To review the UN-REDD National Programme’s original work plan including its relevance in the current context and assess the need for revision of project components, outputs, scope and/or tasks;
- To assess relevant risks and assumptions linked to project implementation;
- To identify lessons learned linked to project implementation and management;
- To make recommendations for remedial actions to improve project implementation and management; and
- To develop the Uganda UN-REDD National Programme 2017 work plan and budget.

1.5. Approach and methodology of the internal mid-term review

The IMTR was guided by Terms of Reference (Annex 1) and IMTR Programme (Annex 2) jointly developed and agreed upon by UN-REDD and GoU Team. This IMTR covered the project period from



²<http://www.UN-REDD.net/support/support-mechanisms/national-Programmes/nationalProgrammeoverview.html>



its launch in October 2015 until the fourth quarter of 2016 (November 2016). An understanding of the general progress of the REDD+ readiness process as presented in Annex 3, offered an opportunity to assess the timing for implementation of the UN-REDD national program activities.

Guiding principles: The review was guided by two guiding documents:

- a. The UNDP's Monitoring and Review (M&E) policy at the project level whose key objectives are: i) to monitor and review results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and, iv) to document, provide feedback on, and disseminate lessons learned;
- b. The UN-REDD Handbook for National Programmes;
- c. The Paris Declaration on Aid Effectiveness.

Literature Review: The review was informed by the following documents:

- a. The Uganda UN-REDD National Programme Document;
- b. UN-REDD National Programme work plans and budget for 2015 and 2016;
- c. Annual Project Performance Report for 2016;
- d. Quarterly Progress Reports;
- e. Project Activity Reports.

Focused Group discussions by IMTR members: In order to achieve the objectives of the internal mid-term review, in-depth discussions focussed on assessing, agreeing and concluding on performance of the Uganda UN-REDD programme.

Guiding Questions: The IMTR focused on assessing the overall relevance, efficiency, effectiveness, impact and sustainability of the Uganda UN-REDD National Programme, guided by some of the following key questions.

a. Relevance:

- How does the Programme relate to the main objectives of the Uganda REDD+ Readiness process?
- Is the Programme likely to contribute to the Uganda's REDD+ process?
- How have Programme activities changed in response to changing context and demands that are required under Uganda's REDD+ readiness process?
- Is the UN-REDD National Programme still relevant to the Uganda REDD+ process?

b. Efficiency:

- Is the programme implementation efficiency in line with international and national norms and standards?
- How is the presence of the UN-REDD team within the REDD+ Secretariat contributing to timely implementation of programme activities and delivery; how has this affected efficiency of conversion of resources (money and time) to programme results?
- How is the implementation arrangement through the government structures contributing towards the efficient delivery of programme outcomes? How has this arrangement affected the efficiency of converting programme resources 'money and time' into programme results, in the context of Paris Aid Effectiveness concept.
- To what extent is the programme delivered in a timely and cost-effective manner?

c. Effectiveness:



- What progress has been made towards achieving the expected outcomes/results of the programme as compared to original timelines?
- What are the major factors that may have promoted or inhibited the achievement of the expected outcome/outputs?

d. Impact:

- To what extent is the Programme contributing to longer-term outcomes REDD+ process in the country?

e. Sustainability:

- What programme initiatives are realistically expected to be sustained?
- To what extent are there political, financial, institutional, social-economic, environmental catalytic structures for replication effect (new initiatives) to sustaining long-term Programme results?

Reporting to the NCCAC: As a REDD+ readiness reporting requirement, a synopsis report of key findings, conclusions and recommendations of the internal mid-term review was presented to the 6th NCCAC meeting for consideration and adoption (Annex 4 and 5).

2. FINDINGS OF THE INTERNAL MID-TERM REVIEW

2.1. Assessment of programme implementation progress

To assess progress towards the achievement of objectives of the UN-REDD National Programme on the three outcomes led by UNDP, FAO and UNEP as compared to the original timeframe, the IMTR Team estimated the progress made under each target for outputs indicated in the annual work plan from the date of programme launch (October 2015) until the time of the internal mid-term review (November 2016). The extent to which this progress has been achieved is presented in Table 4. Detailed assessment records are presented in Annex 6.

Over-all, the IMTR found out that the implementation progress for outcome 1 (UNDP) and 3 (UNEP) were behind schedule while outcome 2 (FAO) was progressing well. The following reasons were identified to explain this variability in progress:

a. Bureaucratic challenges:

- The process of getting the Project Document signed took long within the government of Uganda system. This contributed to the delay in the launching of the UN-REDD National Programme, which was earlier on scheduled for February 2015 but took place October 2015. This delay also led to delays in the inception process and subsequent management decisions were equally affected.
- The UNDP Country Office was unable to start of program activities before money was received in the account. This was unlike FAO whose kick-start funding was made available at an early stage.
- Procurement and contracting of staff is lengthy within the UN-REDD Agencies (UNDP, FAO and UNEP) which led to delayed implementation of program activities.
- GoU procurement takes long as well on the multilateral arrangements.



b. Multi-Donor Dynamics:



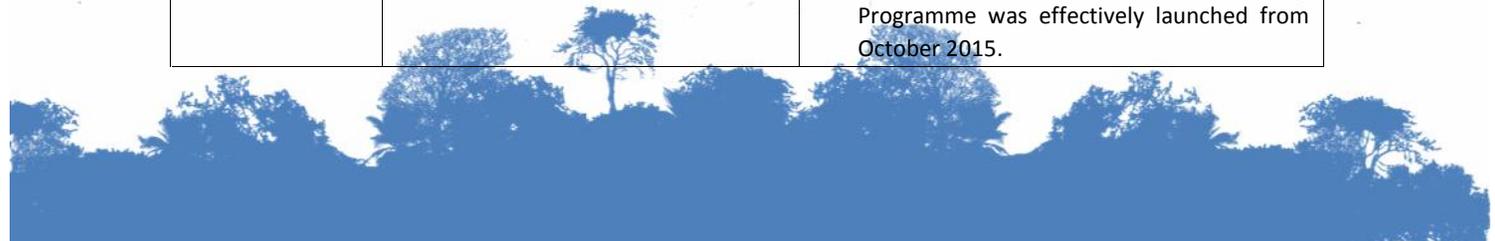
- Having three supporting programs (FCPF, ADC and UN-REDD) also came with its own complexities as each one arrived at the table with their own objectives, accounting and reporting procedures.
- Coordination processes amongst the 3 UN-REDD agencies is not completely clear and usually takes time before decisions are taken.
- Overloading of the programme design with so many decision-making layers leads to unnecessary delays.

c. National and Technical Capacities:

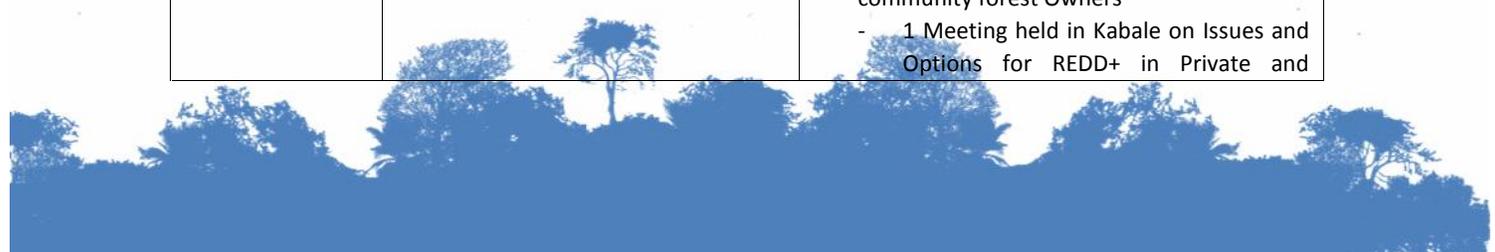
- Due to limited number of Government Officers in the REDD+ Secretariat who are working full-time on the REDD+ work, the National team has to share their available time amongst FCPF, UN-REDD, ADC and FIP leading to delays on the implementation of the programme.
- There are still challenges of facilitation e.g. mobile phone, internet connectivity, transport, etc.
- Delays in delivery of R-PP products supported by the FCPF that were and are required for action under Outcome 1 and 3. This implied that Policy dialogues at national level and subnational level could not progress in absence of the required information.
- Lack of a systematic approach for giving feedback to the work products submitted by Consultants has led to delays in the completion of some of the analytical studies.
-

Table 4: Programme progress made under each target for outputs

Expected results	Indicators with baselines and targets	Implementation Progress
Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.		
Output 1.1: The strategy design process is run in a timely manner, respectful to REDD+ readiness principles, with robust technical backstopping and in smooth coordination with all other components of REDD+ readiness	I.1.1.1: Capacity of REDD+ Secretariat to effectively coordinate work and financial streams, and deliver on time Baseline: First year of FCPF implementation progress report rates the process "not yet demonstrating progress"	All three staff in Place by October 2016 <ul style="list-style-type: none"> • Chief Technical Advisor (note to file Changed to International Technical Specialist (Oct 2016) • National Technical Advisor (Oct, 2015) • National Technical Assistant (May, 2016)
	T.1.1.1: The 3 UNDP-supported staff is in place by mid-2015	
	T.1.1.2: Targets from output 1.2 to 1.5 are met	Adequate work stations procured <ul style="list-style-type: none"> • Computers, work stations, mobile phones, printer, scanner, Meetings and training on progress <ul style="list-style-type: none"> • REDD+ Academy, NCCAC Training, • Mid-term review postponed from Dec 2015 to November 2016 because the National Programme was effectively launched from October 2015.



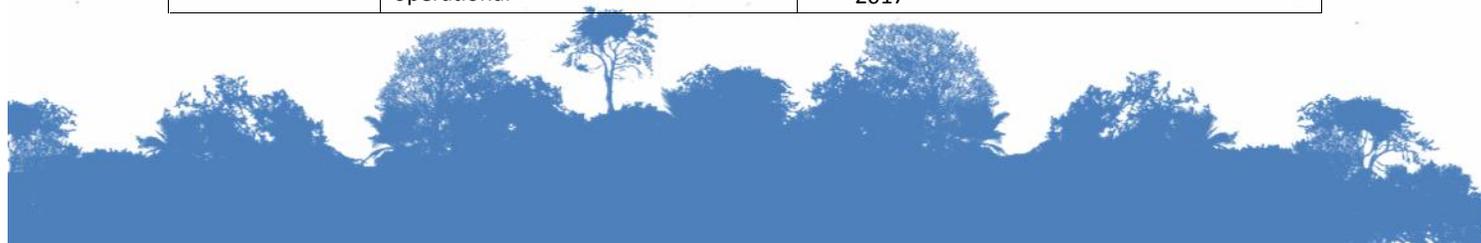
Expected results	Indicators with baselines and targets	Implementation Progress
Output 1.2: The analytical inputs to the national strategy are robust and comprehensive	I.1.2.1: Time to deliver the 3 studies	<p>One out of 3 studies have been completed</p> <ul style="list-style-type: none"> - Study on reforestation potential commissioned, but now in cancellation stage due the delay delivery by the consultant. - The study on community-based approaches is in procurement stage. - The macro-economic study is in progress (ToRs in development), to be conducted in collaboration with UNEP. - An additional study on the Issues and Options for REDD in private and community-owned forests was carried out and completed in 2016.
	I.1.2.2: Satisfaction of stakeholders for the studies	
	Baseline: Studies are not available	
	T.1.2.1: The 3 studies are completed by the end of 2015	
	T.1.2.2: The studies are ranked "satisfactory" or beyond by 85% of stakeholders	Not Applicable
Output 1.3: The policy dimension of the strategy is strengthened through policy-level and cross-sectorial dialogue and assessment of options	I.1.3.1: Number of participants to the policy-level dialogue	<p>Total of 10 policy-level meetings and events</p> <ul style="list-style-type: none"> • 1 Inception workshop for the Uganda UN-REDD National Programme (31st October 2015) • 2 REDD+ trainings events conducted <ul style="list-style-type: none"> - The National Climate Change Advisory Committee Training on REDD+ (8-9 Feb 2016) - The REDD+ Academy Training (July 2016) • 2 dialogues held 15th September and 7 October 2016 • Meetings held at National Level on Issues and Options for REDD+ in Private and community forest Owners <ul style="list-style-type: none"> - 1 Meeting held in Kabale on Issues and Options for REDD+ in Private and
	I.1.3.2: Number of policy-level meetings	
	I.1.3.3: Satisfaction of participants to the policy-level dialogue on the process	
	I.1.3.4: Satisfaction of stakeholders on the national REDD+ strategy	
	Baseline: There is no draft consolidated material on REDD+ vision and options, and national strategy.	
	There is little policy-level implication on REDD+ readiness process, notably from a pluri-sectorial perspective	
	T.1.3.1: 100 nationals have participated to the policy-level dialogues	
	T.1.3.2: 25 policy-level meetings and events have been held	



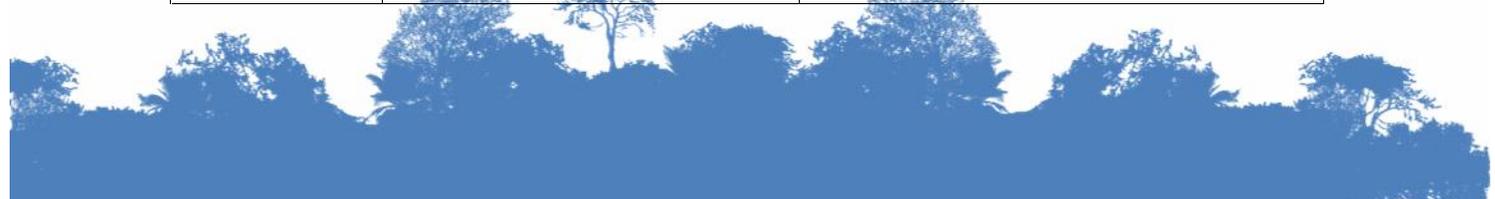
Expected results	Indicators with baselines and targets	Implementation Progress
		<p>community forest Owners</p> <ul style="list-style-type: none"> - 1 Meeting held in Kasese on Issues and Options for REDD+ in Private and community forest Owners - 1 Meeting held in Masindi on Issues and Options for REDD+ in Private and community forest Owners • 1 The National Climate Change Advisory Committee (NCCAC) Training on REDD+ held in January 2016.
	T.1.3.3: The policy-level dialogue process is ranked "satisfactory" by 80% of participants	To be developed for future dialogues and meetings
	T.1.3.4: The REDD+ strategy is ranked "satisfactory" by 85% of stakeholders	To be developed for future dialogues and meetings
Output 1.4: The national REDD+ strategy is fully embedded in, and directly contributes to the national development planning and budgeting processes	I.1.4.1: Level of understanding and appropriation of REDD+ strategy by planning experts Baseline: Forests and REDD+ are poorly and mainly cosmetically reflected in national planning and budgeting processes	
	T.1.4.1: The integrated scenario towards 2040 is formulated by the end of 2015	Will be done after the REDD+ Strategy is ready.
	T.1.4.2: Planning experts participate to 4 joint events with REDD+	Will be done after the REDD+ Strategy is ready.
	T.1.4.3: The contribution from REDD-supported scenario is ranked "useful" by 80% of planning experts	To be developed for future dialogues and meetings
Output 1.5: The national REDD+ strategy enjoys strong international recognition and mobilizes support for the investment phase	I.1.5.1: Number of international policy dialogue events I.1.5.2: Satisfaction of stakeholders on policy commitments from GoU I.1.5.3: Satisfaction of stakeholders on financial commitments to the implementation of the strategy Baseline: There is no available and committed funding for REDD+ implementation in Uganda	
	T.1.5.1: 3 international policy dialogue events and 15 bilateral meetings have been held	Will be done after the REDD+ Strategy is ready.
	T.1.5.2: Policy commitments from GoU are ranked "satisfactory" by 80% of stakeholders	To be developed for future dialogues and meetings
	T.1.5.3: Financial commitments to the implementation of the strategy are ranked "satisfactory" by 80% of stakeholders	To be developed for future dialogues and meetings
Outcome 2: Key elements of the NFMS are developed and related national capacities are strengthened		



Expected results	Indicators with baselines and targets	Implementation Progress
Output 2.1: Field data and relevant supplementary information for the development of emission factors are collected and analysed	I 2.1.1 Carbon estimates for key land classes developed, including national Emission Factors with uncertainty analysis	
	I 2.1.2: Data entry, processing, analysis and reporting	
	I 2.1.3 Number of university students and lectures trained Baseline: No official carbon estimates available for key land classes Limited number of university students and instructors knowledgeable of forest carbon inventory techniques in the context of REDD+ and limited training material available	
	T 2.1.1 At least one carbon estimate and emission factor for each key class (at least forest vs. non forest) including uncertainty analysis	<ul style="list-style-type: none"> • EF calculated and derived for all the classes (FREL/FRL) • Field activities for NFI are continuing now using a full automated information collection system (Open FORIS)
	T 2.1.2: One functional database and 10 trained staff in data entry and processing	<ul style="list-style-type: none"> • New database deployed
	T 2.1.3. At least 30 students and instructors trained	<ul style="list-style-type: none"> • Hands-on training in data entry and processing for 24 graduate students held • Hand-on training in mapping and field inventory for 8 staff • All protocols for FI revised and updated.
Output 2.2: NFA capacities to systematically monitor forest and land cover/use change (REDD+ activity data) are strengthened	I 2.2.1: Strengthen the Mapping and Inventory Centre (MIC) of NFA for operational forest and land use monitoring	
	I 2.2.2: Undertake trainings on remote-sensing techniques/analysis and open-source software within MIC	
	I 2.2.3: International MRV expertise and coordination support is mobilized to support MRV activities Baseline: NFA has no 2016 land cover map or change assessment and limited capacity to undertake this without dedicated support	
	T 2.2.1: 6 operational workstations	<ul style="list-style-type: none"> • All equipment procured and delivered by 2016
	T 2.2.2: 6 fully proficient staff trained in satellite monitoring of land and land cover change	<ul style="list-style-type: none"> • 5 NFA staff trained in improved remote sensing techniques
	T 2.2.3: One international expert recruited to improve coordination of MRV activities	<ul style="list-style-type: none"> • One international expert recruited and deployed in August 2015 • 1 national NFMS/MRV Senior expert recruited and deployed in March 2015
Output 2.3: NFA has the capacities and tools to store, update and disseminate REDD+ information	I 2.3.1: Develop a forest and land use monitoring web-portal to display REDD+ information	
	I 2.3.2: Strengthen database management capacities	
	I 2.3.3: Preparation and information sharing in forms of printed material delivered for decision makers, institutes, schools, and for public in general. Baseline: No operational MRV database	
	T 2.3.1: One web portal to manage and display information on land use and land use change is developed and operational	<ul style="list-style-type: none"> • Web portal scoping mission conducted in July 2016 • Web portal deployment expected by June 2017



Expected results	Indicators with baselines and targets	Implementation Progress
	T 2.3.2: Two technicians fully trained and capable of managing MRV database autonomously	<ul style="list-style-type: none"> Action will be completed with the 2nd mission in the 1st Quarter of 2017
	T 2.3.3: Number of printed/electronic informational material (leaflets, publications, technical reports, posters) on REDD+ MRV issues	<ul style="list-style-type: none"> On hold, waiting for full completion of accuracy assessment. Materials ready for printing and dissemination by February 2017.
Output 2.4: Government of Uganda has the capacities to report on its GHG emissions from the forestry sector and a draft GHG-I report	<p>I 2.4.1: Trainings on GHG-I software for the AFOLU/LULUCF sector</p> <p>I 2.4.2: Development of a GHG-I for the AFOLU/LULUCF sector that meets UNFCCC requirements</p> <p>Baseline: Government of Uganda has reported irregularly on its GHG emissions from the AFOLU/LULUCF sector</p>	
	T 2.4.1: 4 trained staff in GHG-I software for the AFOLU/LULUCF sector	<ul style="list-style-type: none"> Not yet done. Staff training planned for the 1st quarter of 2017.
	T 2.4.2: One draft GHG-I report for the AFOLU/LULUCF sector	<ul style="list-style-type: none"> GHG-I data from AFOLU/LULUCF provided to the Uganda GHG inventory. GHG-I release is expected by July 2017.
Outcome 3: Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions		
Output 3.1. Understanding of land use systems, rightful access to and spatio-temporal resource use patterns at subnational level enhanced through analytical work at selected representative landscapes	<p>I3.1.1. Representative landscapes selected</p> <p>B3.1.1. Landscape level land use options unavailable or incoherent when available</p>	
	T3.1.1. A maximum of 2 representative landscapes selected within the first 6 months of the NP	<ul style="list-style-type: none"> Work is ongoing, near completion: The draft report on proposed landscapes prepared, pending stakeholder validation in December 2016.
	<p>I3.1.2 & I3.1.3. Typology of different land use options agreed and drivers of different land use options identified</p> <p>B3.1.2 Drivers of different land use options unclear</p>	
	T3.1.2. Drivers of land use options identified and possibly quantified at a max. of 2 sites towards mid Yr 2	<ul style="list-style-type: none"> Drivers for one landscape identified. Drivers for the 2nd landscape outstanding Quantification of the drivers outstanding
	<p>I3.1.4. Private and community rights to land/forests clarified in relation to potential landscape level REDD+ investments</p> <p>B3.1.4. Private and community rights inadequate to support landscape level REDD+ investments</p>	
	T3.1.4. Guidelines for improving private and community rights in relation to REDD+ produced by mid Yr 2	<ul style="list-style-type: none"> Draft guidelines have been prepared, pending validation in December 2016
	<p>I3.1.5. Baselines established of operational capability of existing structures in support of subnational REDD+ activities</p> <p>B3.1.5. Operational capability of existing subnational structures inadequate for potential REDD+ investments</p>	
	T3.1.5. Capacity building plan for subnational structures involved in	<ul style="list-style-type: none"> Still pending: Implementation was put on hold in line with the emerging issues under



Expected results	Indicators with baselines and targets	Implementation Progress
	REDD+ in place by Yr 2 ending	the FCPF component, pending outcome of MTR.
Output 3.2: Subnational stakeholders effectively engaged through consultations and capacity building for the sustainable implementation of the REDD+ national strategy	I3.2.1. Stakeholders analysis of subnational REDD+ conducted at representative landscapes B3.2.1. Existing and potential subnational REDD+ stakeholders inadequately known	
	T3.2.1. Comprehensive list of existing and potential subnational REDD+ stakeholders including their motivations in place by end of Yr 1	<ul style="list-style-type: none"> • Still Pending: • IUCN is undertaking an assignment to establish and strengthen participatory structures under the FCPF component. Proposals for adding value to this work have been made and will be presented for consideration during the MTR.
	I3.2.2. Situational analysis of current understanding and perceptions of REDD+ at subnational level B3.2.2. REDD+ rhetoric currently conducted at national level	
	T3.2.2. At least 80% of subnational stakeholders are fully aware of REDD+ discourse by Yr 2 ending	<ul style="list-style-type: none"> • Still Pending: • IUCN is undertaking an assignment to establish and strengthen participatory structures under the FCPF component. Proposals for adding value to this work have been made and will be presented for consideration during the MTR.
	I3.2.3. Consultation mechanisms of subnational stakeholders for REDD+ established and empowered B3.2.3. Consultation mechanisms of REDD+ stakeholders in-existent	
	T3.2.3. A fully functional consultation mechanism of subnational REDD+ stakeholders in place by mid Yr 2	<ul style="list-style-type: none"> • Still pending: • IUCN is undertaking an assignment to establish and strengthen participatory structures under the FCPF component. Proposals for adding value to this work have been made and will be presented for consideration during the MTR.
	I3.2.4. Roadmap to build and reinforce subnational structures in support of REDD+ established B3.2.4. Capacity of current and prospective structures in support of REDD+ extremely low	
	T3.2.4. Capacity building plan for subnational structures in place by Yr 2 ending	<p>Still pending:</p> <ul style="list-style-type: none"> • IUCN is undertaking an assignment to establish and strengthen participatory structures under the FCPF component. Proposals for adding value to this work have been made and will be presented for consideration during the MTR.



Expected results	Indicators with baselines and targets	Implementation Progress
Output 3.3: Subnational REDD+ implementation strategy prepared and fed into the REDD+ national strategy development process	I3.3.1. Set of recommendations prepared for subnational implementation of REDD+ national strategy Baseline: There is currently no strategy for the implementation of the national REDD strategy	Pending: Implementation was put on hold pending outcome of MTR, in line with the emerging issues under the FCPF component
	T3.3.1. Target recommendations for private and community potential subnational REDD+ stakeholders	
	I3.3.2. Subnational strategy for the implementation of REDD+ national strategy produced and validated Baseline: There is currently no strategy for the implementation of the national REDD+ strategy	Pending: Implementation was put on hold pending outcome of MTR, in line with the emerging issues under the FCPF component
T3.3.2. Timely production of the subnational strategy for the implementation of the national REDD+ strategy		

2.2. Over-all performance assessment

In order to review the Uganda UN-REDD National Programme’s original work plan, including its relevance, efficiency, effectiveness, sustainability, and impact in the current context and to assess any need for revision of project components, outputs, scope and/or tasks, the IMTR assessment treated the UN-REDD National Programme as a whole. Therefore, the assessment was not segregated by outcome, although, where necessary, the performance of a specific outcome was isolated and reported. The implementation of the Uganda UN-REDD national program has been guided by the principles of country ownership, alignment with national development aspirations, harmonization, result-based approach and mutual accountability as reflected in the Paris Declaration on Aid Effectiveness³.

2.2.1. Programme Relevance

The Uganda UN-REDD Programme was, from the onset of its conception and during the planning stages foreseen as a complementary Programme for the Uganda’s REDD+ readiness process. Considering the current context, the program relevance was assessed using the criteria presented in Table 5. The results of this assessment revealed that the three Programme outcomes (components) are still highly relevant as the outputs contributes to the needs of the country.

Table 5: Guiding questions, findings and ratings for Programme Relevance

Guiding Questions	Findings of the Assessment	Assessment Rating ⁴
How does the	All the outcomes are contributing to the national readiness process:	HR

³ The fundamental principles of the Paris Declaration on Aid Effectiveness include: ownership, alignment, harmonization, results and mutual accountability.

⁴ Programme **relevance** was ranked as **NR** (Not Relevant), **R** (Relevant), and **HR** (Highly Relevant).

Programme relate to the main objectives of the Uganda's REDD+ Readiness process?	<ul style="list-style-type: none"> i. Outcome 1, is relevant in contributing to policy dialogues (on all elements of the readiness activities), which are meant to inform the preparation of Uganda REDD+ Strategy; ii. Outcome 2, whose aim is to develop a National Forest Monitoring System (NFMS) with appropriate Measuring, Reporting and Verification (MRV) functions is also still relevant, and; iii. Outcome 3, which is using an “integrated landscape management” approach at sub-national level to contribute towards the REDD+ national strategy using a comprehensive set of analytical work, engagement and capacity building of stakeholders. 	
Is the Programme likely to contribute to the Uganda's REDD+ Programme?	i. The activities being implemented under all three outcomes are complimenting and filling in the gaps of the on-going efforts by FCPF and ADC and GoU, increasing the value and contributing to the right sequencing of activities throughout the readiness process.	HR
	ii. The UN-REDD staff's experience and technical competence is enriching the Uganda REDD+ process.	HR
	iii. The National Programme is leveraging the UN's convening power to ensure national ownership, dialogue as well as appreciation of the REDD+ process.	HR
How have Programme activities changed in response to dynamic technical demands that are required and changing context under Uganda's REDD+ process?	<p>Activities under Outcomes 1 remain mostly unchanged from inception, except for:</p> <ul style="list-style-type: none"> i. The revision of the level for the International Technical Advisor from P4 to P3, and; ii. The innovative approach to address the REDD+ knowledge needs by carrying out a REDD+ Academy and NCCAC Training. 	HR
Is the Programme still relevant to the process of Uganda's REDD+ process?	i. Some of the activities under Outcome 3 need to be revised and refocused in order to better complement the activities that have already been accomplished under the FCPF support.	R
	ii. The macro-economic study Terms of Reference (ToRs) under Outcome 1 and 3 will be reshaped and delivered as one to improve the relevancy and contribution to the country's REDD+ process.	R
Overall Rating		HR

2.2.2. Programme Efficiency

The Uganda UN-REDD National Programme was assessed for its implementation efficiency in line with international and national standards, norms and guiding principles. The Uganda UN-REDD National programme is being implemented through existing government structures and reporting mechanisms as earlier described in the in the institutional arrangements. The programme itself is housed within the MWE and the deployment of the UN-REDD Staff within the REDD Secretariat and the shared implementation roles between GoU and resident agencies (UNDP and FAO) provide



exceptional opportunity for timely and cost-effective implementation. The assessment for efficiency was considered High as presented in Table 6 below.

Table 6: Guiding questions, findings and ratings for Programme Efficiency

Guiding Questions	Findings of the Assessment	Assessment Rating ⁵
Is the programme implementation efficiency in line with international and national norms and standards?	i. The implementation of the Programme is compliant with Programme document structures, both at international and national level, and is carried out in conformity with the tri-agency agreement on “delivering as one”.	High
	ii. There is good coordination between three UN agencies, also in terms of work plans, planning and reporting as planned.	High
	iii. The implementation arrangement of engaging existing structures (e.g. NCCAC) has improved the efficiency of the Programme. Additionally, there is delegation of authority within the Ministry hierarchy, which has led to reduction on certain bureaucratic processes.	High
	iv. Programme staff recruitment process was on time for FAO but tremendously delayed under the UNDP and UNEP.	High (FAO) Low (UNDP & UNEP)
How is the presence of the UN-REDD team within the REDD+ Secretariat contributing to timely implementation of programme activities and delivery; how has this affected efficiency of conversion of resources (money and time) to programme results?	i. The location of the UN-REDD Team at the REDD+ Secretariat resulted in positive impact in terms of efficiency and delivery of the Programme. This also the same with regards to international delivery.	High
	ii. Being located at the REDD+ Secretariat has given the UN-REDD Team the opportunity to interact with Secretariat members and to be involved other REDD+ processes thereby helping to better serve and position the UN-REDD work to effectively deliver on the Programme.	High
	iii. This positioning has likewise resulted in increased ownership, coordination and collaboration between the Government and UN-REDD Team.	High
	iv. The selection of IUCN as UNEP partner has been important in mitigating the potential challenge of UNEP not being based in Kampala.	High
	v. The facilities that come with the UNDP and FAO Staff who are based in the Secretariat is contributing to efficient delivery by	High

⁵ Programme **efficiency** was subjectively ranked as **Low**, **Medium**, and **High**.

	lowering operational costs for the National Team.	
To what extent is the programme delivered in a timely and cost-effective manner?	i. There were delays in the process of starting up under both Outcomes 1 (UNDP) and 3 (UNEP). The reasons for this delay have been identified and explained under the Programme progress, however, the timeliness had since improved after all the contracting processes were completed.	Low
	ii. The FAO component was started on a timely manner because funds were made available to kick-start the process.	High
	iii. Cost-effectiveness has been achieved by combining activities and meetings, sharing resources and ensuring piggy-backing on existing structures and positions.	High
Overall Rating		High



2.2.3. Programme Effectiveness

In order to assess the Programme’s effectiveness, the likelihood of achieving the expected outcomes in the remaining period was carried out. Further, the review assessed factors that may promote or inhibit the realization of the expected outcomes. Table 7 below outlines the criteria/guiding questions, findings and ratings related to the effectiveness of the Uganda UN-REDD National Programme. Over-all, there is a high likelihood of realising the programme outcomes.

Table 7: Guiding questions, findings and rating for Programme Effectiveness

Guiding Questions	Findings of the Assessment	Assessment Rating ⁶
What progress has been made towards achieving the expected outcomes/results of the programme as compared to original timelines?	The progress of the programme is likely to achieve expected outcomes/results, for example:	High
	i. The foundations for preparing Uganda to be ready for REDD+ through Outcomes 1, 2 and 3 are in place.	High
	ii. Advanced construction of NFMS, FREL to be submitted shortly and establishment of MRV	High
What are the major factors that may have promoted or inhibited the achievement of the expected outcome/outputs?	iii. The development of necessary institutions, policies, instruments and capacities through on-going studies, policy dialogues, capacity building of staff, available technology, supporting institutions, developing institutional implementation arrangements, etc.	High
	i. Close collaboration and leveraging other REDD+ readiness partners has promoted the achievement of the outcomes so far.	High
	ii. However, delays that were experienced at the onset of the programme as well as additional delays in procurement and contracting, have inhibited the timely delivery of the outcomes/results.	High
Overall Rating		High

⁶ Programme **effectiveness** was subjectively ranked as **Low**, **Medium**, and **High**.



2.2.4. Programme Sustainability

The sustainability of the Uganda UN-REDD national programme was assessed based on the financial, institutional and social-economic factors and mechanisms to address any foreseeable programme risks so as to sustain long-term programme results beyond the readiness phase. The programme was found to be highly sustainable as described in Table 8.

Table 8: Guiding questions, findings and rating for Programme Sustainability

Guiding Questions	Findings of the Assessment	Assessment Rating ⁷
What Programme initiatives can realistically be expected to be sustained?	The Programme is on course to deliver on technical instruments (FREL, NFMS, SIS) to allow Uganda to implement REDD+ as part of the UNFCCC Warsaw Framework. Programme initiatives can realistically be expected to be sustained through the readiness phase and into implementation because:	High
	i. Part of component 1 focuses on building national and international political support, and aims at securing new funds for the implementation phase	High
	ii. Part of component 2's technical deliveries are institutionalized within existing government structures (NFMS)	High
	iii. Part of component 3 focuses on strengthening participatory structures at sub-national level which secures local support and ownership.	High
	iv. Increase national capacities through recruitment, capacity building, technology transfer, training, knowledge exchanges etc., hereby nurturing strong national ownership, through support from UN-REDD and International Experts' Team.	High
	v. Increase the overall pace of readiness, including leveraging other Programmes' implementation (e.g. FCPF, Austrian cooperation).	High
	vi. Increase sustainability of the Programme by fostering the positioning of REDD+ as part of the national development planning and budgeting institutions and processes.	High
To what extent are there political, financial, institutional, social-economic, environmental catalytic structures for replication effect (new initiatives) to sustaining long-term Programme results?	i. Political: there is considerable political support at the ministerial-level in the host ministry, as well as the legislative-level.	Medium
	ii. Financial: The GoU has already shown strong financial support by being a first country to allocate funds for the REDD+ readiness process. Additionally, the CIF has already invited GoU to present a Forest Investment Plan, which is currently being developed and if funded, has the potential to snowball additional support.	
	iii. Institution: The Uganda UN-REDD National programme is being implemented through existing government	

⁷ Programme sustainability was ranked as Low, Medium, and High.



	<p>structures and reporting mechanisms as earlier described in the institutional arrangements.</p> <p>iv. Social-economic: stakeholder engagement is ensuring that Ugandans are empowered with appropriate information needed to position themselves to harness the socio-economic benefits of engaging in the implementation of REDD+ activities. Additionally, the proposed Strategic Options include the socio-economic benefits.</p> <p>v. Environmental: the program is contributing to the preparation of the national safeguards and safeguards information system, which together with the Environmental and Social Management Framework (ESMF), will form the core basis for delivering the environmental sustainability of REDD+ activities.</p>	
Overall Rating		High

2.2.5. Programme Impact

At this stage of the Uganda UN-REDD national programme implementation, the full impact cannot be realistically assessed as many activities under each outcome are in the process of being implemented. However, the programme implementation is on track with a likelihood to deliver substantial impact to the short- and longer-term objectives. The programme’s long-term impacts can safely be presumed as high since the National REDD+ process and the associated activities are expected to contribute towards the Vision 2040, they are contributing towards the delivery of the Nationally Determined Contributions (NDC), the National Development Plan (NDP II) as well as the National Forest Plan. The coming into force of the Paris Agreement (2015) brings the promise of financial support towards developing countries with an ambition for mitigation actions such as ones being proposed in the Uganda REDD+ strategy. Additionally, since the REDD+ process is being positioned to prepare for the result-based payments with clear benefit sharing arrangement and grievance redress mechanism for all stakeholders, it is likely to lead to improved socio-economic conditions once the economically viable options of the REDD+ strategy are implemented.

Table 9: Guiding questions, findings and rating for Programme Impact

Guiding Questions	Findings of the Assessment	Assessment Rating ⁸
To what extent is the Programme contributing to longer-term outcomes REDD+ process in the country?	The program is on track to produce long-term impacts as follows:	
	1. REDD+ activities have led to interaction with other non-forest sector players in the country. This will lead to an integrated approach towards REDD+ implementation which will lead to reduced duplication of both efforts and resources.	High
	2. The REDD+ process has been a platform where multi-sectoral actors (government and civil institutions) have been prepared	Medium

⁸ Programme impact was ranked as **Low**, **Medium**, and **High**.



	to implement REDD+ in a coordinated manner. Longer-term impact will however, be achieved when institutionalization of coordination of the multi-sectoral players in the country is put in place.	
	3. The Uganda REDD+ national programme is one of the few programs that is very well organized and has collected, documented and shared evidence-based information to inform the effective decision-making and prepare a conducive environment for implementation activities within the forest sector.	High
	4. Additional positive impact so far is the high political support and allocation of national funding from the Government of Uganda towards national REDD+ process. The Uganda REDD+ programme is one of the few examples where the government has been able to allocate substantial amount of funding into the readiness process.	High
	5. There are also negative implications such as high expectations amongst stakeholders about what REDD+ will be able to deliver. Such expectations are currently being proactively managed through stakeholder consultations, dialogues and information sharing to minimize their negative impact status.	Low
Overall Rating		High

2.3. Lessons learned

Lesson 1: Managing synergies and complementarities: The UN-REDD Programme was designed to build on the deliverables/outputs from the work supported by FCPF and ADC. This is a good lesson globally as many countries only selected one or the other REDD+ readiness support. This arrangement is showcasing that it is possible for FCPF and UN-REDD to work together successfully in one country.

Lesson 2: Programme Implementation: No matter what happens, there will be bureaucratic procedures in all institutions and all Agencies. Preparing early, ahead of time and accepting responsibilities will minimise bureaucratic stresses.

Lesson 3: Programme management and Coordination of multi-Agencies: There is need for an institutionalized approach to the coordination of the different key sectors to forestry in order to ensure proper utilization of the skills as well as to reduce duplication of both time and resources.

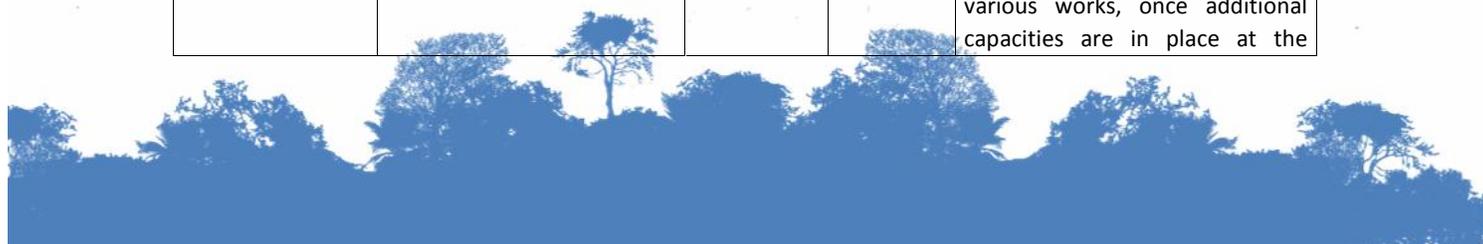
2.4. Risks and Assumptions at Mid-Term

The relevant risks and assumptions associated with the remaining period of implementation were assessed and mitigation measures were recommended as presented in Table 10.



Table 10: Assessment of risks and assumptions.

Domain of risk	Specific risks	Probability (1 very low – 5 very high)	Criticality (1 very low – 5 very high)	Mitigation measures
Time management: the UN-REDD NP is not implemented in time	Lengthy procedures (and difficulties to find qualified candidates)	5	4	<ul style="list-style-type: none"> > A backstopping early-action support has been developed to bridge the time gap and ensure that, when signed, the NP will start implementation at full speed, including for instance the early recruitment of staff who will then become key for the NP implementation. A part-time international expert is already in place to boost administrative and financial arrangements, and implementation of activities > A full-time international CTA is anticipated to play a critical role in managing procedures and ensuring fast delivery across agencies > Plan more realistically and at as early stage as possible > Ensure continuous follow-up of recruitments and fast-track process when possible > Make Concerted effort to agree on ToRs in a timely manner
	Various components with direct links to each other might not progress at the same level, risking inconsistency or delays.	4	5	<ul style="list-style-type: none"> > Coordination among agencies and with other REDD+ partners will be critical to ensure consistency across the roadmap implementation (see below on how this will be managed) > The NP has been designed in a way that is complementary to the other partners when trying to deliver on the broad R-PP roadmap > A more thorough articulation between components will be done when formulating ToR of various works, once additional capacities are in place at the



				<p>REDD+ Secretariat. This is a well identified priority of the expanded team</p> <ul style="list-style-type: none"> > Have now: Matrix for project M&E, but few joint work meetings > Improved work plans (harmonized, detailed, synchronized) and joint planning > Regular work meetings between GoU and agencies to plan jointly & exchange information > Improve communication between all actors: between agencies, between agencies and the Secretariat, internally in the GoU and Secretariat > Clarity on responsibilities for feedback on products and follow-up > Ensure synchronized and harmonized reporting, continue working of joint M&E formats
	Lack of coordination among UN agencies and with other partners (Austria, FCPF...) generating delays and lack of harmonization of outputs	4	5	<ul style="list-style-type: none"> > The project uses and supports existing in-country coordination mechanisms, and the CCPC will supervise coordination at a level that will reinforce accountability of partners for their actions > National leadership has proved to be instrumental in ensuring good collaborative spirit among partners. The project will start engaging political leaders soon so to maintain political will and pressure on partners to follow national direction > The REDD+ Secretariat will be staffed with skilled professionals to make sure that roadmaps and activities are integrated and harmonized, even in the situation where some partners would show little enthusiasm for



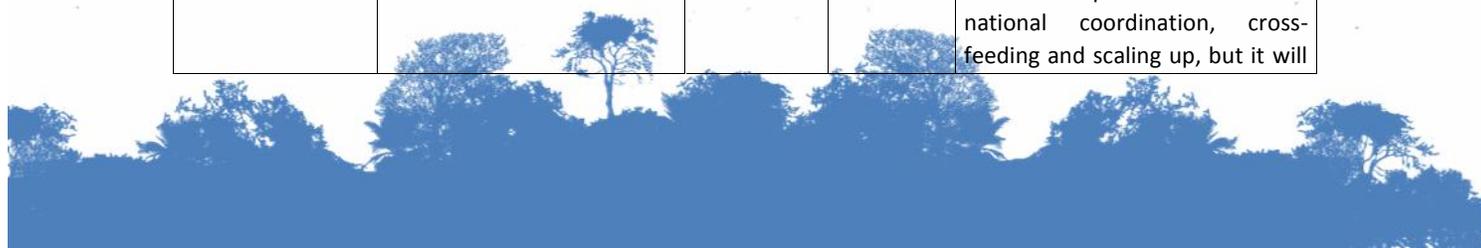
				cooperation
Quality management: the NP is not implemented in time	Inadequate coordination among CSO leading to feeling of lack of participation, access to information and general involvement	3	5	<p>> As demonstrated by the backstopping support, on top of the NP, the Stakeholders' Engagement unit of UN-REDD will accompany the CSO with self-selection and self-organization</p> <p>> Provisions for participation of CSO across the readiness process are numerous (from CCPC to technical groups, including participations in analytical work and consultations on strategy design...). The broad circulation of information is an effective way to ensure that all relevant CSO organization that can contribute to the process engage progressively. Process might not be ideal from the start, but should strengthen step by step</p> <p>> Self-selection process of CSO & IP representatives is delayed, in process currently</p> <p>> CSO outreach has been consistent and continuous, but level should be improved</p> <p>> Must take advantage of and build on ongoing process of strengthening participatory structures and ensure linkage between this and self-selection process outcome to develop clear and strategic support to organizing of CSO</p>



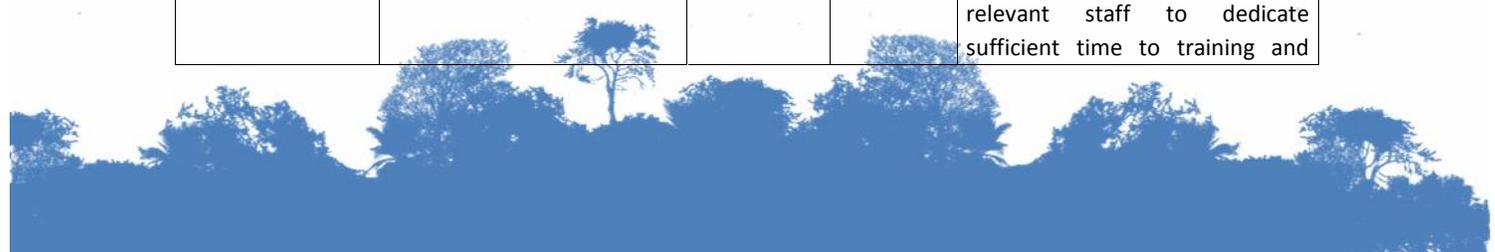
	<p>Limited participation, particularly from the private sector and from other sectors beyond forest due to lack of interest</p>	3	5	<p>> There is a shared idea that the REDD+ Secretariat needs to develop arguments that are tailor-made to engage various relevant stakeholders. The NP will contribute to ensure that resources and capacities are available to carry out this task</p> <p>> The output 1,3 will devote multiple activities to cross-sectorial dialogue</p> <p>> As part of the analytical work under 1,2 as well as the landscape-level work (outcome 3), private sector will be engaged from very early stage (for instant through private forest-land owners)</p> <p>> It has to be acknowledge however that stakeholders can have evolving interest throughout the readiness process. Private sector can only be engaged at a stage where concrete opportunities or implications are discussed, and won't mobilize much during early planning and vision framing stages</p>
	<p>Difficulties to access quality data</p>	2	4	<p>> The CCPC will be mobilized to ensure that, across sectors and partners, information is well circulated to support option analysis and strategy design, as well as the various instruments for implementation</p> <p>> It has been difficult, but will improve as sharing of data needs to be improved so it is easier to access. Protocols are currently being prepared under the national Climate change reporting arrangement of which REDD+ is part</p>



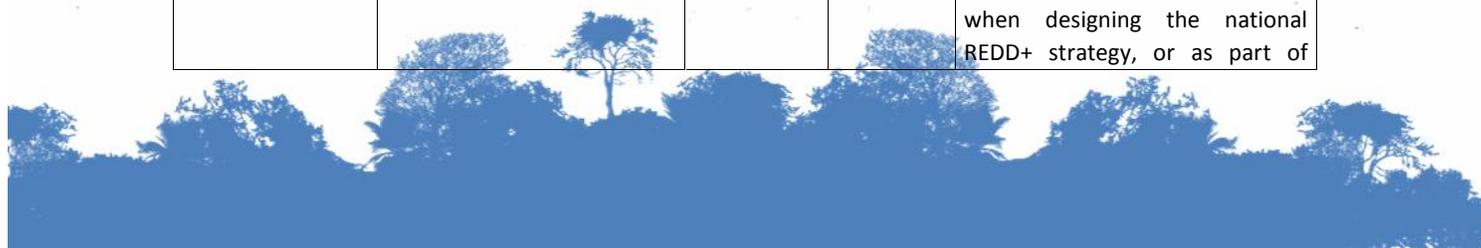
	<p>Difficulty to balance the size of consultations and participation (large audience with different levels of understanding) and the need for substantive discussions</p>	2	3	<p>> This is a more operational issue that will be address by qualified professionals with support from technical advisory groups when formulating ToR for specific activities</p> <p>> Platforms are being put in place, training is done and capacity is being built, and organization of stakeholders are improving</p> <p>> Partly due to limited funds and time</p>
	<p>Staff continuity may be challenging to obtain</p>	1	3	<p>> The REDD+ Secretariat will be staffed with professionals receiving attractive packages, out of the usual grids of administration</p> <p>> When the administration is directly in charge of implementing readiness activities, like in the case of the output 2 (NFMS...), staff is expected to be motivated by robust training Programme and perspective for evolving and inspiring work in the future. Institutional arrangements will have to be discussed as necessary, as part of the design of the implementation framework, so to ensure that long-terms solutions are secured</p>
	<p>Choice of representative landscapes driven mainly by political considerations with weak feasibility and opportunity ratio</p>	1	3	<p>> The selection of the landscape for outcome 3 will follow a transparent and participatory process, with preliminary work to set and agree on criteria, followed by data collection and consultations.</p> <p>> Political considerations are important, notably when assessing the leadership of public authorities at the subnational level and the conditions for future implementation and national coordination, cross-feeding and scaling up, but it will</p>



				be considered as one criterion and balanced among others.
	Stakeholders might not easily agree on typology of land use. Difficulty to build consensus on technical components to progress with REDD+, particularly among stakeholders with diverging interests	1	3	<p>> The process is designed so to mitigate this risk as much as possible, notably through participation, inclusion, transparency, robust analytical work to feed discussions, a mix of national and more local analysis and readiness activities, support to CSO's organization, capacity building, tailor-made approaches to engage key stakeholders like private sector or other sectors...</p> <p>> It is particularly important to stress the (i) national leadership will again be instrumental to ensure that a coherent direction is reaffirmed all through the readiness phase, and related decisions, and (ii) consensus needs to be built step by step, and the pace of the process needs to adjust to the time needed for a large base of stakeholders to come to an agreement on major issues (drivers, major options, typologies of activities, of land use, financial strategy etc.)</p>
	Inadequate technical capacities available, including suitable qualified & dedicated staff may not be available for training	1	5	<p>> Provisions are made in the NP to complement other initiatives and build a robust and well-staffed REDD+ Secretariat to lead the readiness work. The staff will include two international advisors, and national managers and experts with high potential, hired externally through competitive process.</p> <p>> Regarding the work carried out by public administration directly, political will is expected to allow relevant staff to dedicate sufficient time to training and</p>



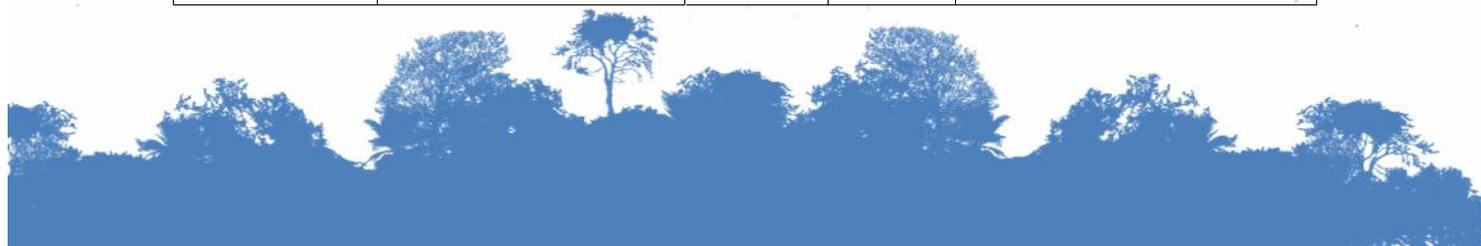
				<p>delivering on the REDD+ readiness agenda, as a priority to the administration of the country.</p> <p>> Has been encountered in the project in regards to certain consultancy</p>
Quality management: key components of the national REDD+ system are not harmonized and coherently connected	Lack of consistency between subnational pilot interventions under outcome 3 and the national REDD+ pathways determined through the national REDD+ strategy process	2	5	<p>> Limited experience of UNEP in assisting with subnational scoping, readiness and implementation of REDD+ will be compensated by a strengthened coordination of work at national level (through the UN-REDD CTA) and at regional/global level (through the lead advisor as per management reforms within the UN-REDD Programme). This organization will ensure regular coordination meetings and cross-feeding reviews of work plans and terms of references.</p> <p>> The need for coordination and harmonization will be particularly underscored in ToR of the various works and contracts associated with the outcome 3.</p> <p>> Risk mitigated through congruence between NS and sub-national activities being carried out by UNEP</p>
	Even though restoration/enhancement of carbon stock appears as a priority REDD+ activity for Uganda, it may not be consistent with the REDD+ pathway determined through the national REDD+ strategy process	2	4	<p>> An early emphasis will be made on assessing the needs and potential data gaps for capturing reforestation/ enhancement of carbon stocks in the first FREL/FRL and NFMS, and potential implications for the design of REDD+ strategy and interventions. The results of this assessment will inform discussions and coordination with the work on restoration, for instance as carried out by IUCN and UNEP, or by thematic groups when designing the national REDD+ strategy, or as part of</p>



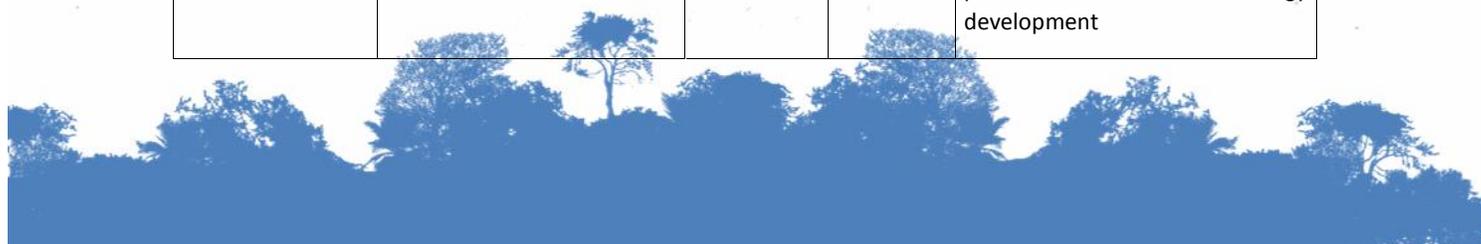
				<p>FREL/FRL and NFMS work streams.</p> <p>> The preliminary assessment of data collected under FREL has confirmed that reforestation and enhancement of carbon stock will be a priority activity for Uganda, even before the completion of the NS</p>
	<p>Political leaders are interested and mobilized. Challenge to sustain political support and avoid too high expectations</p>	2	4	<p>> Several outputs of the Programme are devoted to support broad stakeholders' engagement, so raising interest for political interest.</p> <p>> The NP is part of a broader readiness effort where FCPF will support more massively awareness raising, consultations and capacity building in a complementary way</p> <p>> The output 1,3 is directly and fully dedicated to manage risks related to this key factor of success. Activities under outcome 1 will develop tailor-made technical/rational argumentation to engage political leaders</p> <p>> Simultaneously, other activities (including readiness at landscape level under outcome 3) will create popular interest and demand, so providing political incentive for political leaders to get involved</p> <p>> Institutional arrangements in place, particularly the CCPC steering role, will help early engagement and secure sustainable political-level mobilization</p> <p>> High-level support from political leaders has been demonstrated. The issue is more of ensuring sustained support, to manage expectations across the board, and ensure we can offer practical tools they can use in outreach to their constituencies</p>



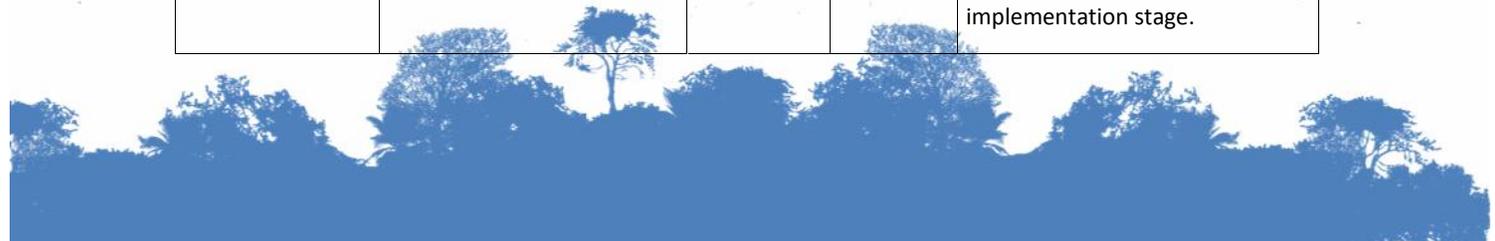
Commitment from national authorities doesn't materialize at the highest level	Difficulty to articulate the rise of political interest with providing/delivering the substance to nurture discussions and negotiations	1	4	> The CTA and national manager will be in charge of developing and managing coherent roadmaps between workflows. The way the outcome 1 is built clarifies and facilitates this harmonization
	Difficulty to build consensus on strategic issues due to individual political agendas and despite technically obvious options	1	3	> The participative and transparent nature of the process, supported by multiple technical groups and consultations, will help ensuring accountable decision-making processes along the readiness phase > The high-level political mediator hired under output 1,5 will also contribute to navigate the political intricacy > It is acknowledged from the start that the process will take time, and the development of the national strategy will serve as the anchor of this dialogue and is anticipated to start early enough to adapt to political time
	Lack of funding at the end of the NP to smoothly transition towards investments and ensure step-wise readiness strengthening	2	5	> The ICA of the Programme will be responsible for supporting GoU to access donor funds and climate finance opportunities. > The full 1,5 output is designed to smoothen the dialogue with international partners and raise additional support for both step-wise improvement of Warsaw Framework instruments and REDD+ investments > Political commitment, as a key factor of success and top priority for the NP support, will also facilitate mobilization of national co-funding > Efforts are ongoing to identify opportunities and develop proposals for the implementation stage



Sustainability of efforts and achievements is jeopardized by unanticipated transitional phase	Maintenance & updating of NFMS portal and other instruments over long term may prove challenging	2	4	<p>> With support from FAO, the REDD+ Secretariat will assess the key conditions to maintain the REDD+ instruments like NFMS, including financially (see above), in terms of capacities (see quality management related risks), as well as technically and also from an institutional point of view: what arrangements can be made to leverage finance, continuous staff dedication and effective articulation with national REDD+ architecture?</p> <p>> Efforts to institutionalize the MRV for the national greenhouse inventory</p>
	Ensuring stakeholders are legitimate and sustainably committed partners, not only opportunistic structures	1	4	<p>> As part of the backstopping support to the national Programme, activities are planned to assist self-selection process among CSO</p> <p>> Across the discussions on REDD+ options and national vision, the case for "intrinsic motivation" for REDD+ will be developed: the process will convey the value that going REDD+ is not only a financial and economic choice, but also an inspirational step towards truly sustainable development, fostering equity, quality of life, collective well-being... This should contribute to identifying genuine leaders among major stakeholders groups to lead the process</p> <p>> Developing participatory structures at district and national level, capacity building, validation of leadership positions by local communities, etc.</p> <p>> Task forces ensure engagement of stakeholders in technical processes and strategy development</p>



				<ul style="list-style-type: none"> > More strongly link self-selection process for CSO and participatory structures > National standards and guidelines for implementation of REDD are planned to be prepared, including FPIC, Grievance mechanism, and Benefit sharing mechanism and REDD+ strategy actions, SESA process, etc. > Reinforce efforts to streamline Gender into the REDD+ process, i.e. implement the national Gender REDD+ Roadmap (from 2013)
	Too high expectations on REDD+ can create frustration and conflicts	5	2	<ul style="list-style-type: none"> > Special attention will be made to the messages that are conveyed across awareness campaigns, capacity building and consultations. The outcome 3 will particularly look at it > This consideration will also be high in the FCPF-supported activities which are relevant to this concern > The highly participative nature of the process to develop national strategy will also contribute to capturing expectations and designing options that can truly leverage national enthusiasm, good will and capacities > A Communication and Participation (C&P) exists for the REDD readiness process: it's implemented under the UNEP component on participatory structures and in the UNDP components on Dialogues as well as the FCPF initiative. Need to assess if there are gaps in the implementation of the plan or in the plan itself, and discuss SE and communication for the implementation stage.



				<p>> Managing expectations at the institutional level and which structure will manage REDD+: efforts are done to integrate REDD+ into Water & Environment investment plans, which feed into macro-economic national development plans</p> <p>> The process has consistently emphasized engagement of stakeholders and institutions</p>
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3. CONCLUSIONS

1. Over-all, the Uganda UN-REDD national programme implementation is on track and likely to deliver its programme outcomes. The implementation progress varied amongst the 3 Outcomes: with Outcome 2 being implemented within the planned timeframe, while the Outcomes 1 and 2 being behind schedule by time of the IMTR. The budget performance (budget expenditure) varies across agencies, but is lower than anticipated due to internal and external delays.
2. The implementation progress has been influenced by technical, management, financial, human resources, administrative policies, procedures and identities of the 3 UN-Agencies on the one hand; and the structure of the REDD+ Secretariat, on the other hand. The factors causing implementation delays were identified and their mitigation measures recommended. The positive progress that was reported and has also been influenced by the excellent collaboration between GOU and UN-REDD Agencies and between UN-REDD agencies and World Bank (FCPF support) and ADC. This collaboration is expected to continue and form a part of good lessons learned to the global REDD+ community.
3. It is deemed likely that delivery rate of the Uganda UN-REDD national programme will improve during its second year, considering that there is steady progress on the FCPF products upon which Outcomes 1 and 3 are dependent upon. Additionally, all UN-REDD national programme staff are in place and the REDD+ Secretariat continues to play a key strategic role in pulling all work streams together and channelling support towards national REDD+ Strategy.
4. The National REDD+ Secretariat presented progress in the overall process emphasizing on the contextual changes since the conceptualization of the National Programme. Support from other REDD+ partners, especially the WB FCPF was briefly outlined including areas of synergy. The coordination between UN-REDD, FCPF and ADC support was qualified as very satisfactory with the National Secretariat playing a key and strategic role of pulling all the work streams together and channeling all the supports available towards the national vision about REDD+.



5. The relevance, efficiency and effectiveness of the NP were reviewed. While the three outcomes of the Uganda UN-REDD NP remain highly relevant for the country, the review of the efficiency and effectiveness in programme delivery yielded mix results. The programme outputs for each agency were reviewed and refocused, with UNEP output 3.2 completely redesigned to avoid duplication of efforts and build on the progress achieved at subnational level through FCPF support. The initial work on the economic valuation of Uganda forests and its contribution to the national economy was reviewed in greater details and the decision taken by all to focus on producing the National Forest Account that would easily facilitate uptake by policy makers. The refocus will lead to higher effectiveness and impact of the National UN-REDD programme.
6. The risks and assumptions identified during the design of the UN-REDD national programme did not manifest themselves as significant hindrances to the UN-REDD programme implementation. In addition, there were adaptive management practices being implemented within the UN-REDD national programme to help overcome any other risks that might arise during the remaining period of the programme implementation.
7. Given the considerable delays experienced in starting the NP in Uganda and the level of progress achieved to date, the MTR noted that the NP needs more time to complete the planned activities. Hence, the MTR concluded that it was important to request for a No-Cost Extension for the Uganda UN-REDD National programme from July 2017 to December 2017.

4. RECOMMENDATIONS

In order to address the shortcomings in the UN-REDD national programme implementation and progress towards successful delivery of programme outcomes, the following strategies and actions to implementation during the remaining period of the programme were recommended:

1. No-Cost Extension: At the time of the national programme design, insufficient attention was paid to the unexpected challenges linked to lengthy procurement and staff recruitment procedures, especially for UNDP and UNEP. This resulted in delays to effectively start the analytical work. In order for the UN-REDD Programme to successfully accomplish its activities and obligations, the IMTR recommends to extend the programme by 5 months (i.e., from August – December 2017). This no-cost extension will help the UN-REDD programme complete the policy work at national level, stakeholder engagement at subnational level as well as technical assessments and studies.
2. Harmonization of work plans: The REDD+ environment in Uganda is increasingly attracting additional actors involved in different streams of work. Attempt to harmonize work plans and associated budgets have been made, especially for the UN-REDD Agencies and FCPF. However, consistent effort should be maintained, especially at national level, to jointly review plans and monitor progress regularly including trouble shooting as difficulties arise.



3. **Strengthening human resource capacity:** The IMTR recommends the strengthening of the human resource capacity of the Ministry of Water and Environment for purposes of enhancing capacity to manage the REDD+ readiness process has been central to the achievements realised so far. This will remain crucial for the completion of the readiness phase moving into the implementation phase, hence the MTR recommends that special focus be put on devising means of retaining the expertise built so far, as well as ensuring that REDD+ responsibilities are mainstreamed into relevant Government structures.
4. **Programme management and coordination:** in effort to improve on implementation and expectations of delivery of UN-REDD national programme outputs, the IMTR recommends over-all refocusing of the scope and implementation approaches in order to adapt the programme to the current context and on-going REDD+ activities and processes. The IMTR further recommends more realistic planning and timelines, continuous follow-up of recruitments, ToRs and studies, and fast-tracking process whenever possible.
5. **Policy influence:** Political leaders have shown increasing interest so far in the REDD+ process in Uganda. The MTR recommends the programme equip them with practical tools and communication packages that can be used to influence the different constituencies and other government structures anticipated to play a significant part in the implementation of REDD+.
6. **Managing expectations:** REDD+ as a development pathway is creating high expectations likely to result into frustrations and conflicts, especially if there are delays in delivering tangible results. It is recommended that an adequate and robust awareness raising campaign be designed to provide updates and facts on the progress achieved at both national and subnational levels.
7. **Stakeholder engagement:** the IMTR notes that stakeholder engagement is ongoing and as this element is critical the IMTR recommends priority attention to planned work on dialogues, consultations and stakeholder engagement at national and subnational levels.
8. **Private Sector engagement:** The private sector in Uganda stands a chance to play a pivotal role in the REDD+ process. However, their engagement so far remains limited and it is therefore recommended to the secretariat and all the partners to develop a robust and aggressive strategy to target this sector and bring them on board, preferably before the end of the REDD+ readiness.
9. **Gender integration and mainstreaming:** A gender road map for REDD+ has already been developed for Uganda in 2015, with an M&E tool in 2016. It is recommended that



mechanisms for its implementation and monitoring be developed and put place. Furthermore, gender mainstreaming should become a requirement during reporting on all the different streams of work and the UN-REDD Gender expert should be engaged to support the national team in this aspect.

10. Resource mobilization for post-readiness phase: Uganda has attracted adequate funding for the REDD+ readiness process. However, the MTR recommends the need to start mobilizing resources for the implementation phase, building on the political momentum the process has generated so far and leveraging on ongoing support from national and international development partners to ensure long-term sustainability and to minimize the gap between the readiness and the implementation phases.

11. Institutionalization of coordination: It is recommended that institutionalization of coordination of the multi-sectoral players be put in place and supported in order to achieve long term-impact in the country.

12. Reforestation and forest enhancement: The preliminary assessment of data collected under FREL has confirmed that reforestation and enhancement of carbon stock would be a priority activity for Uganda. It is therefore recommended that the results of the ROAM assessment work and the restoration intervention under FIEFOC led by the Ministry of Water and Environment be taken into account to avoid duplication and enhance efficiency.

13. Data-sharing Platform: The MTR acknowledges satisfactory progress in the implementation of the key activities since the inception of the programme. However, it has been noted that there is still no viable platform to access and share data across agencies and actors. It is therefore recommended that the programme speeds up the design and deployment of the web portal and encourage all the agencies and other actors to unveil the relevant available data.

14. Information management: In order to improve the access and sharing of information on Uganda's REDD+ process to wider audiences, national REDD+ web portal or platform is recommended. The IMTR further recommends to the Uganda REDD+ Secretariat prioritize this action and improve public access to information.

15. Strengthening relevance of outcomes/deliverables: the following deliverables have been affected by the progress made by REDD+ process and therefore will need to be realigned in order to render them more relevant and avoid duplication or wastage of resources:



- i. Re-design the ToRs for the study on “Economic valuation of Uganda forests and its contribution to the national economy” to focus producing a “National Forest Accounting System” which would enhance opportunities for uptake by national policy and decision makers.
- ii. Re-design the scope and arrangement for implementing activities under output 3.2 in order to enhance complementarity with on-going FCPF work on stakeholder engagement and REDD+ process.
- iii. Re-design scope of the activities under output 3.3 and shift focus from developing a sub-national REDD+ strategy to developing a roadmap for sub-national implementation.

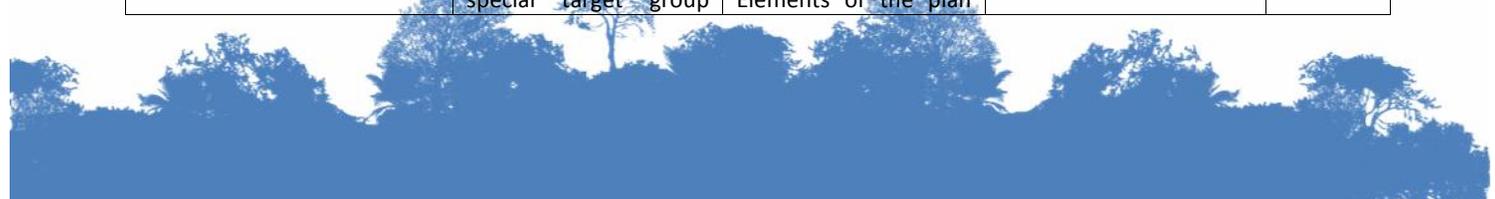
In response to item ii) and iii) above, the IMTR recommends realignment of the following activities (Table 11).

Table 11: Outcome 3 - Amended activities under output 3.2 and output 3.3

Original activities	Revised activities	Justification for the change	Linkage of proposed activities to ongoing processes (FCPF, FIP)	Time schedule
Output 3.2: Subnational stakeholders effectively engaged through consultations and capacity building for the sustainable implementation of the REDD+ national strategy				
Identify current and prospective subnational stakeholders and ascertain strengths, weaknesses, interests, expectations and fears	Establish platforms to facilitate independent consultation of the forest dependent communities (e.g Batwa, Ik, and Benet) as a special target group that has been recommended for separate consultation by the FCPF work of strengthening participatory structures.	Subnational stakeholders have already been identified under the FCPF work of establishing and strengthening participatory structures. Including ascertain strengths, weaknesses, interests, expectations and fears. This process has revealed the need to for specific targeting of forest dependent people e.g Batwa, Ik, and Benet.	The specific structures for the forest dependent people will be used for consultation as well as implementation of the REDD+ strategy. The anticipated impact will be a better buy-in and ownership of all the relevant stakeholders, hence creating an enabling environment for the strategy roll out. The same structures will facilitate consultations for and the implementation of the FIP	By end of March 2017
Gather current understanding of the REDD+ process and assess motivation for subnational REDD+ activities drawing on the drafted national strategy	Build capacity of the established structures for the targeted forest dependent communities, to enhance awareness about safeguards in relation to REDD+, and establish modalities for engagement of each community in the implementation of the	The FCPF component has already undertaken the assessment for the stakeholders and their motivation for subnational REDD+ activities. The planned consultations under the National strategy work of FCPF intends to achieve this activity		By end of April 2017



	National REDD+ strategy	through the participatory structures		
Establish preliminary basis for the full and transparent consultation of subnational stakeholders including private and community lands/forest owners drawing from work at selected representative landscapes	Develop a guide for ensuring a full and effective participation of forest dependent communities private and community lands/forest owners in Climate change/REDD+ initiatives, including provisions for FPIC in relevant cases	The selected landscapes under output 3.1 of the UNEP component shall be fully covered by the participatory structures component of FCPF The guide provides a systematic approach for engaging the forest dependent communities, and it facilitates the full and effective participation in the implementation of the national REDD+ strategy	The FIP and other initiatives can use this guidelines	By end of June 2017
3.2.4 Develop a communication and awareness raising strategy for REDD+ activities at national and subnational level	Production of communication materials targeting the forest dependent communities and cultural leaders (consider including the private and community lands/forest owners). This will include translation of the already developed communication materials under FCPF support, and producing participatory communication products tailored to their understanding of REDD+. (Limit this to selected landscapes or the landscapes that have the forest dependent communities)	The communication and awareness raising strategy that was developed during the R-PP phase is sufficient. Elements of this plan are already under implementation by Tree Talk Plus and partners, as part of strengthening participatory structures (FCPF support) across the country	This supports the implementation of the communication strategy which in turn will enhance the implementation of the REDD+ strategy at sub national level.	By end of March 2017
Draw capacity building plan for current and prospective structures likely to support or promote subnational REDD+ activities in Uganda	Facilitate dialogue with inter- religious councils (in Karamoja and Mt. Elgon) and cultural leaders in Karamoja and MT. Elgon as a special target group	A capacity building plan was developed during the R-PP phase, to cover both the National and Sub national levels. Elements of the plan		By end of April 2017



	that has been recommended for separate consultation (under FCPF work of strengthening participatory structures) for their input and buy in on the proposed draft REDD+ options. This will facilitate their active involvement in the implementation of the REDD+ strategy at sub national level (consider the other relevant opinion leaders)	are being implemented with FCPF support, through training of participatory structures		
Output 3.3: Subnational REDD+ implementation strategy* prepared and fed into the REDD+ national strategy development process				
Proposed change: A Subnational REDD+ implementation roadmap prepared and fed into the REDD+ national strategy development process				
Preparation of recommendations for subnational strategy for REDD+ through subnational and national stakeholder working group	What's the language of the revised activity (for this and all of the below)?	The National REDD+ strategy shall be comprehensive enough to cover Sub national aspects to guide implementation. What is required is a participatory process to develop a clear roadmap for rolling out the strategy at the sub national level.		Week 2 April 2017
Organise and facilitate the national level endorsement of the recommendations for the subnational strategy for REDD+				Week 2 April 2017
raft subnational strategy for the implementation of REDD+ national strategy by the subnational and national stakeholder working group including the identification of potential subnational landscape investment options drawing from the REDD+ national strategy				Week 2 May 2017
Review, finalize and endorse the Uganda subnational strategy for the implementation of REDD+ national strategy				Week 3 July 2017

*Include a clause in the MTR, to explain that the Sub national strategy has been re-defined to mean a roadmap, however the direction of the output has been maintained.



ANNEXES

ANNEX 1: Internal Mid-Term Review Terms of Reference

Terms of Reference for the

Internal Mid-term Review for the UN-REDD National Programme in Uganda

UNDP, FAO and UNEP in collaboration with the Government of Uganda

21-24th November, 2016.

1. BACKGROUND

The UN-REDD Programme is the United Nations collaborative initiative on Reducing Emissions from Deforestation and Forest Degradation in developing countries (REDD+: reducing emissions from deforestation, forest degradation and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks in developing countries). The Programme was launched in 2008 and builds on the convening role and technical expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). The UN-REDD Programme supports national and international REDD+ processes and promotes the informed and meaningful involvement of all stakeholders, including Indigenous Peoples and other forest-dependent communities, in REDD+ development and implementation.

The UN-REDD National Programme joined the on-going efforts by the Government of Uganda (GoU), the World Bank's Forest Carbon Partnership Facility (FCPF) initiative, the Austria Development Cooperation (ADC) and other partners to support Uganda to get ready for REDD+ by 2017 through implementation of Uganda's REDD+ Readiness Preparation Proposal (R-PP). The R-PP comprises 4 key components, including: (a) Readiness Organization and Consultation including setting up national REDD+ management arrangements and advancing consultation, participation and outreach; (b) REDD+ Strategy Preparation, including assessment of land use, land use change drivers, forest law, policy and governance, REDD+ strategy options, implementation framework and social and environmental impacts; (c) Reference Emissions Level/Reference Levels, and; (d) Monitoring Systems for Forests and Safeguards, including NFMS and information system for multiple benefits and other impacts, governance and safeguards.

In April 2014, Uganda received an invitation from UN-REDD to prepare a National Programme Document. In June 2014, a UN-REDD scoping mission was undertaken jointly with FCPF's annual supervisory mission and potential areas where a UN-REDD National Programme could support Uganda on REDD+ Readiness were identified. The mission recommended completion and submission of Uganda's UN-REDD National Programme document, which was approved at the 13th Policy Board meeting in November 2014 in Tanzania. Uganda's UN-REDD National Programme document was signed on September



17th, 2015 and the initiative was launched on October 30th, 2015 with a UN-REDD grant of US\$ 1,798,670 and additional UN-REDD Backstopping support of US\$ 35,000. The anticipated start / end dates in the signed NPD is August 1, 2015 to July 31, 2017.

The overall goal of the UN-REDD National Programme is to enable Uganda to be ready for REDD+ implementation, including development of necessary institutions, policies, instruments and capacities, in a collaborative and leveraging way with other REDD+ readiness partners. The UN-REDD National Programme supports Uganda's REDD+ readiness process with three major outcomes led by UNDP, FAO and UNEP, respectively:

Outcome 1 (UNDP) – A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework;

Outcome 2 (FAO) – A National Forest Monitoring System (NFMS) is designed and set up, with appropriate Measuring, Reporting and Verification (MRV) functions; and

Outcome 3 (UNEP) – Sub-national implementation of the REDD+ national strategy is prepared and facilitated through an “integrated landscape management” approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions.

2. INSTITUTIONAL ARRANGEMENT

The REDD+ process is spearheaded by the MWE through the Forest Sector Support Department (FSSD) which is the National REDD+ Focal Point and REDD+ Secretariat. Over-all, the MWE is responsible for all technical and managerial aspects of REDD+ process, outputs and deliverables.

Policy level Coordination and Participation: REDD+ Process for Uganda is supported by a Steering Committee (Climate Change Policy Committee (CCPC)) which serves as an official platform for policy level stakeholder participation. The Steering Committee provides policy level guidance and coordination of REDD+ process for Uganda. Membership to the Steering Committee is comprised of representatives of key government and non-government institutions with significant mandate over Climate change issues or significant interest in issues of Climate Change and REDD+. The Steering Committee reports to the Permanent Secretary, MWE.

Technical oversight: A National Technical Committee (NTC) appointed by the Permanent Secretary, MWE with membership from REDD+ stakeholders at managerial or senior level, provides technical oversight and guidance to the REDD+ process. The NTC brings into the REDD+ process diverse technical specializations and interests. Membership to the NTC is based on representation of key government and non-government institutions with significant mandate over Climate change issues or significant interest in issues of Climate Change and REDD+ and holding technical expertise required to ensure that the technical aspects of the various components of R-PP implementation and the over-all REDD+ process are effectively

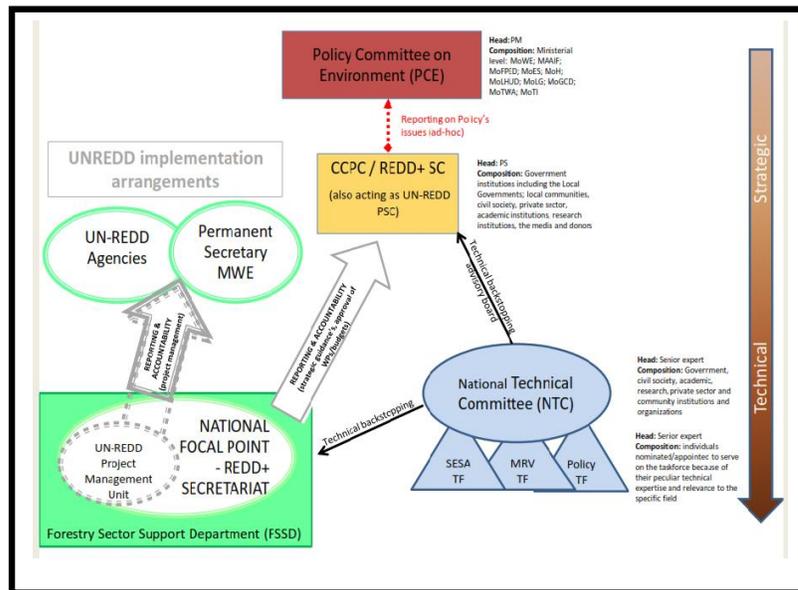


addressed, including adherence to REDD+ principles, national policy and legal frameworks, World Bank safeguards, among other standards. The National Technical Committee reports to the Steering Committee on technical aspects.

Technical Experts Support: Three taskforces namely: SESA/Safeguards, Policy (Policy, Legislation, Regulations) and Methodological/MRV Taskforces serve as platforms for specialists or experts to provide input into respective work of the Consultants and technical agencies. Membership to the Taskforces is based on individual technical relevance to the business of the taskforce. Members are drawn from REDD+ stakeholder’s institutions or independent specialists. Members of the Taskforce serve on individual basis.

Management and Coordination: The FSDDD/National REDD+ Focal Point (REDD+ Secretariat) is responsible for the day-to-day implementation and coordination of the REDD+ Process. The National REDD+ Focal Point reports to the Permanent Secretary/MWE through the Commissioner for Forestry on over-all progress, coordination and accountability for deliverables and outputs. The National REDD+ Focal Point/REDD+ Secretariat also provides secretariat services to the Steering Committee (Climate Change Policy Committee (CCPC)), National Technical Committee and Taskforces.

Figure 1: Illustration of Institutional Arrangements.



Additional supervision and coordination mechanisms include the following:

Environment and Natural Resources Sector working Group: provides the platforms for integrating REDD+ process within the over-all sector, including information sharing and feedback from stakeholders on issues of REDD+ process in Uganda.

Joint Technical Review: provides the platform for MWE and Development partners to assess over-all performance of the Sector, including issues pertaining to REDD+ process.



Joint Missions: provide platforms for the REDD Partners (FCPF/WorldBank, UN-REDD Programme and ADC) to assess and monitor implementation progress of the REDD+ process over-all and the individual components.

The findings of this internal Mid-Term Review will be presented and endorsed by the NCCAC meeting.

3. OBJECTIVES OF INTERNAL MID-TERM REVIEW

The implementation of the National UN-REDD Programme is monitored and evaluated periodically through internal reviews. The mid-term review is an internal exercise to assess the efficiency and effectiveness of programme implementation and management; the progress made to date; need for revisions of outcomes and work plans; and to take stock of any lessons learned to ensure adaptive management of the Uganda UN-REDD National Programme.

The objectives of this mid-term review are:

- i) To assess progress towards the achievement of objectives of the UN-REDD National Programme on the three outcomes led by UNDP, FAO and UNEP as compared to the original timeframe;
- ii) To review the UN-REDD National Programme's original work plan to assess its relevance in the current context and assess the need for revision of project components, project outputs, scope and/or tasks;
- iii) To assess and note internal and external reasons for delays;
- iv) To assess relevant risks and assumptions linked to project implementation;
- v) To identify lessons learned linked to project implementation and management
- vi) To make recommendations for remedial actions to improve project implementation and management;
- vii) To prepare the UN-REDD National Programme mid-term report and revised work plan.

The internal Mid-Term Review exercise will follow the Monitoring and Evaluation (M&E) policy at the project level in UNDP. The M&E of UNDP at project level has four key objectives namely: i) to monitor and review results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned.

The internal Mid-Term Reviews (MTR) are beneficial for project implementation as they provide an independent in-depth review of implementation progress, and this is responsive to the need for transparency and better access of information during implementation. This MTR is going to cover the project period up to date. The MTR will be conducted according to the guidance, rules and procedures provided for in the UNREDD Hand Book for National



Programs and will be informed by the UN-REDD Programme approved work plan, the Quarterly and Annual Project Performance Reports, as well as the Project Activity Reports and any other documents listed in **Annex A** below.

4. SCOPE OF WORK AND EVALUATION:

The UN-REDD team together with the FSSD/REDD+ Secretariat will agree on the program for internal midterm review exercise including the methodology, duration, data and information which will be used to assess the progress and results of the support achieved thus far.

The team of internal reviewers will assess the overall relevance, efficiency, effectiveness, impact of the UN-REDD National Programme and this will be guided by the following key questions (but not limited to these) relating to the above highlighted issues.

1. Relevance: Assess the relevance of the project to the problems it was intended to address and how the project relates to the main objectives of the project outputs, outcomes, and to the development priorities at the local, regional and national levels?

2. Efficiency: Assess the project implementation efficiency/ arrangement through the government structures in line with international and national norms and standards?

3. Effectiveness: To what extent are the expected outcomes and objectives of the project in process of being achieved according to the original timeline?

4. Impact: Assess whether there are indications that the project is likely to contribute to, or enable progress toward, the process of developing Uganda's REDD+ readiness process. Clearly specify the unexpected positive and negative results that the project has registered to date?

5. Sustainability: To what extent are there financial, institutional, social-economic, and/or mechanisms to address project risks so as to sustain long-term project results? Clearly specify project sustainability measures and/or exit strategies in place to sustain the key initiatives/outcomes identified.

The details of each evaluation questions are outlined in **Annex B** below and the evaluative criteria presented in **Annex C**.

5. INTERNAL MID-TERM REVIEW TEAM COMPOSITION

The review team will be composed of 22 staff members from UN-REDD/UNDP, FAO UNEP, the MWE (including FSSD/REDD+ Secretariat Team), UNDP Country Office and IUCN:

- Mr. Paul Mafabi, Director Environmental Affairs
- Ms. Adata Margaret, Commissioner for Forestry, MoWE;
- Ms. Margaret Athieno Mwebesa, Assistant Commissioner for Forestry and REDD+



National Focal Point (NFP), Forestry Sector Support Department, MoWE;

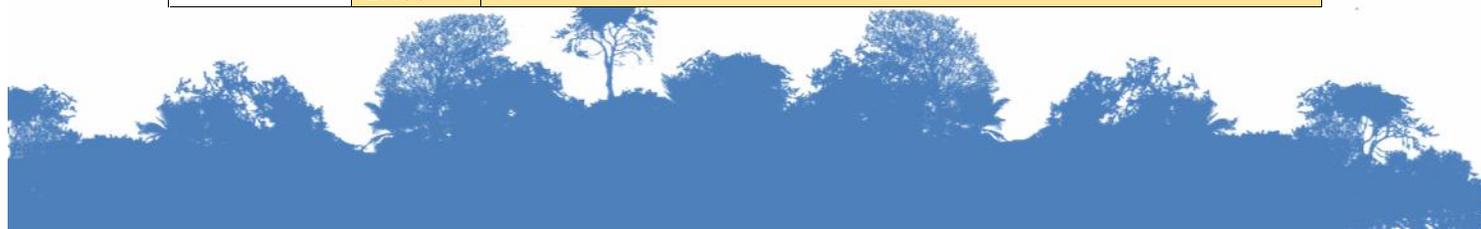
- Mr. Xavier Mugumya, Climate Change Coordinator and Deputy REDD+ National Focal Point, National Forestry Authority (NFA);
- Mr. Valence Arineitwe, Senior Forest Officer, MoWE
- Mr. Alex Muhweezi, Chief Technical Advisor, REDD+ Secretariat, MoWE;
- Ms. Anne Martinussen (Regional Technical Adviser, UN-REDD/UNDP);
- Dr. Tasila Banda (International Technical Specialist, UN-REDD/UNDP) ;
- Ms. Sheila Kiconco (National Technical Adviser, UN REDD/UNDP);
- Mr. Victor Komakech (National Technical Assistant – UN REDD/UNDP);
- Mr. Sergio Innocente (Technical Advisor, UN-REDD/FAO);
- Mr. John Begumana (MRV Expert REDD+/FAO);
- Ms. Olive Kyampaire, Communications/Project Officer, REDD+ Secretariat, MoWE
- Ms. Annet Biingi (Program Assistant/FAO)
- Ms. Antonia Ortmann (GIS Consultant/FAO)
- Mr. Teo Nakalema (GIS Consultant/FAO)
- Mr. Levand Turyemurugyendo (FLRM Consultant/FAO)
- Mr. Daniel Pouakouyou (Regional Technical Adviser, UN-REDD/UNEP) ;
- Ms. Cotilda Nakyeyune (Senior Programme Officer, IUCN).
- Ms Sophie Kutegeka Mbabazi (Head of Office, IUCN)
- Mr. Mugisha Polly Akankwatsa (M&E Specialist/Team Leader – Management Support)
- Mr. Onesimus Muhwezi (Team Leader/Environment, Climate and Disaster Resilience)
- Mr. Daniel Omodo McMondo (Programme Analyst Energy and Environment)

6. PROPOSED INTERNAL MID-TERM REVIEW AGENDA

Date	Time	Activity description	Desired Outputs	Responsibility
Monday 21 st November 2016	9:00.00- 09.30	Courtesy Call to the PS/MWE Objectives of the Internal MTR	Clear Understanding of the objectives by all the members	Director Environmental Affairs and Mission Team represented by UNDP – Anne
	09:30- 11:00	Working group: Assess three Outputs led by UNDP, FAO and UNEP as compared to the original timeframe	Agencies come up with clear updated list of the progress made in their respective outcome	REDD+ Secretariat– National Focal Point
	11:00 – 11:45	Presentation of progress: UNDP	Participants updated on UNDP outcome delivery	UNDP - Tasila
	11.45- 12.30	Presentation of progress: FAO	Participants updated on FAO outcome delivery	FAO – Sergio



Date	Time	Activity description	Desired Outputs	Responsibility
	12.30-13:15	Presentation of progress: UNEP	Participants updated on UNEP outcome delivery	UNEP – Daniel
	13:15-14:15	Lunch Break		
	14.15-16.30	Presentation (and or analysis) of the current REDD+ process in Uganda, followed by the assessment of the relevance of the various components/Outputs and tasks of the project, to see what – if anything– needs to be revised and re-oriented	Participants updated on the current stage of REDD+ process and are able to evaluate the relevance of the planned Outputs.	REDD+ Secretariat- National Focal Point
	16.30-17:00	Teas and Closure		
Tuesday 22 nd November, 2016	09:00-09:10	Recap from Day 1	All participants on the same page	UNDP-Anne
	09:10-11.30	Assess and note internal and external reasons for delays, lessons learnt, risks and assumptions	Proposed remedial relevant actions to improve delivery of project components	UNDP/M& E Polly
	11:30-13:30	Revision and refocusing of programme Outputs	Well refocused program components in line with actual REDD+ Process for Uganda.	UNDP-Onesimus
	13:30-14:30	Lunch		
	14.30-16.30	Preparation of Internal Mid - Term Report	Draft Internal MTR	UNDP –Tasila
		Revision of 2017 Work Plans and Budgets based on the refocused Outputs	Draft Work Plan and Budget	UNDP – Sheila
		Revision of 2017 Work Plans and Budgets based on the refocused Outputs	Draft Work Plan and Budget	UNEP – Daniel
	16.30-17:00	Revision of 2017 Work Plans and Budgets based on the refocused Outputs	Draft Work Plan and Budget	FAO – Sergio
	16.30-17:00	Teas and Closure		



Date	Time	Activity description	Desired Outputs	Responsibility
Wednesday November 23 rd , 2016	09:00-09:10	Recap from Day 2	All participants on the same page	UNDP-Anne
	09:10-13:30	Gap Analysis and finalization of the ToRs for the Economic Valuation of Uganda Forests	Final ToRs and Action Plan	UNEP - Daniel
	13:30-14:30	Lunch		
	14.30 – 15.20	Presentation of the revised Outputs, Work Plan and Budgets	Final Work Plan	UNDP – Tasila
	15.20 – 16.10	Presentation of the revised Outputs, Work Plan and Budgets	Final Work Plan	FAO – Sergio
	16.10–17.00	Presentation of the revised Outputs, Work Plan and Budgets	Final Work Plan	UNEP – Daniel
	17.00-17:30	Teas and Closure		
Thursday 24 th November, 2016	09:00-09:10	Recap to from Day 3	All the participants on the same page	UNDP-Anne
	09:10-10:10	Presentation of the Internal MTR draft report	Feedback from IMTR participants	UNDP – Anne
	10:10-11:10	Joint harmonisation of the UN-REDD work plan and Budget	Draft UN-REDD Work plan and Budget	UNDP – Tasila
	11:10-13:00	Reviewing the draft Internal MTR report	Draft Internal Mid- Term Report	ALL
	13:00-14:00	Lunch Break		
	14:00-15:30	Presentation of the harmonized UN-REDD Work Plan and Budget	Final 2017 Work Plan and Budget	UNDP-Tasila
	15:30 – 16:30	Finalization of the internal Mid-Term Review Report	Final internal mid-term review report	ALL
	16:30-17:30	Preparation of National Climate Change Advisory Committee Presentations	Findings and recommendations of the Internal Mid-Term Review	ALL
			2017 UN-REDD Work Plan	ALL
17.30-18:00	Teas and Closure of Internal Mid-Term Review			
Friday	09:00-	Presentation to the	Approved Work Plan	PS/MWE



Date	Time	Activity description	Desired Outputs	Responsibility
25 th November, 2016	13:00	National Climate Change Advisory Committee and wrap-up	Approved MTR Report Approved No-Cost Extension	REDD+ Secretariat for presentation

7. EXPECTED PRODUCTS FROM THE IMTR

An assessment of project performance to date will be carried out, based against expectations set out in the Work plan (see National Programme Document), which provides performance and impact indicators for project implementation. The mid-term review will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability** and **impact** will culminate into the:

- A draft Internal Mid-Term Report within 10 working days upon completion of the Review
- A Final MTR Report in 15 working days including the comments on the drafts from UN-REDD partners.

ANNEX A: LIST OF DOCUMENTS TO BE REVIEWED BY THE REVIEW TEAM

- UN-REDD National Programme Document
- UN-REDD approved work plan
- Quarterly and Annual Project performance Reports
- Project Activity Reports

ANNEX B: REVIEW QUESTIONS

The Team will assess the overall relevance, efficiency, effectiveness and impact of UN-REDD National Programme and will be guided by the following key questions (but not limited to these) relating to the above highlighted issues:

Relevance:

- How does the project relate to the main objectives of the UN-REDD National Programme?
- Is the project likely to contribute to the REDD+ national process?
- How have project activities changed in response to dynamic technical demands that are required under REDD+?
- Is the project still relevant to the in the process of Uganda REDD+ process of developing the Strategy and Action Plan?



2. Efficiency:



- Assess the project implementation efficiency in line with international and national norms and standards?
- Assess the impact of the location of the PMU on the timely implementation of project activities and delivery; how has this affected efficiency of conversion of resources (money, time) to project results?
- Assess the impact of implementation arrangement through the government structures on the efficiency of delivery of project results; how has this arrangement affected the efficiency of converting project resources (money, time) into project results, in the context Paris Aid Effectiveness concept?
- To what extent is the programme delivered in a timely and cost-effective manner (use the above sub-questions to answer this question)?

3. Effectiveness:

- To what extent is M&E being used to monitor and guide project implementation? Is it effective? How can it be improved?
- To what extent have the expected outcomes/results and objectives of the project been achieved?
- What progress has been made towards achieving project national level results? What has affected achievement of the results?

4. Impact:

- Assess the extent to which the programme is contributing to longer term outcomes in the country?
 - Outcome 1 – A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework;
 - Outcome 2 – A National Forest Monitoring System (NFMS) is designed and set up, with appropriate Measuring, Reporting and Verification (MRV) functions; and
 - Outcome 3 – Sub national implementation of the REDD+ national strategy is prepared and facilitated through an “integrated landscape management” approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions.

5. Sustainability:

- What project initiatives can realistically be expected to be sustained?
- Can those initiatives/outcomes be sustained beyond this funding given the current project set up?
- To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?
- Is there an enabling environment that supports ongoing positive impacts?
- What project sustainability measures exist and what factors are likely to negatively affect project sustainability? Which key factors require attention in order to improve prospects for sustainability of project results?
- How appropriate is the project knowledge transfer strategy? What lessons have been learnt from project implementation?



- What should be the main elements of the project exit strategy in order to sustain the key initiatives/outcomes identified under bullet 1?



ANNEX C: EVALUATIVE CRITERIA

- To what extent has UNREDD National Program fulfilled its roles during implementation of the project?
- To what extent has the project developed human and institutional capacity?

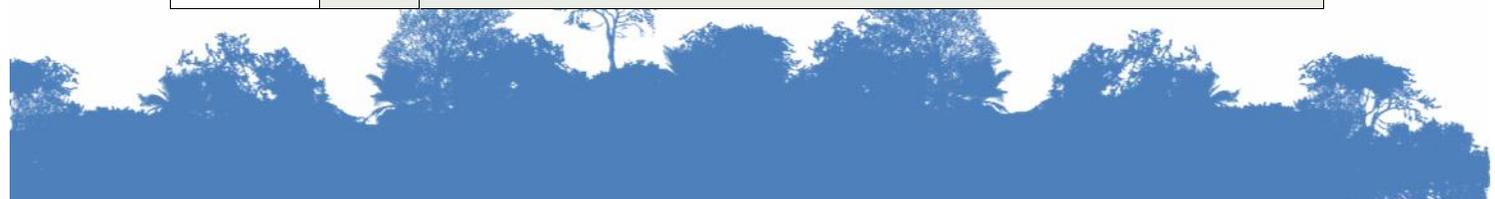
Relevance: How does the project relate to the main objectives of the project outputs, outcomes, and to the environment and development priorities at the local, regional and national levels?					
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?					
Efficiency: Assess the project implementation efficiency in line with international and national norms and standards?					
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?					
Impact: Assess whether there are indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status					



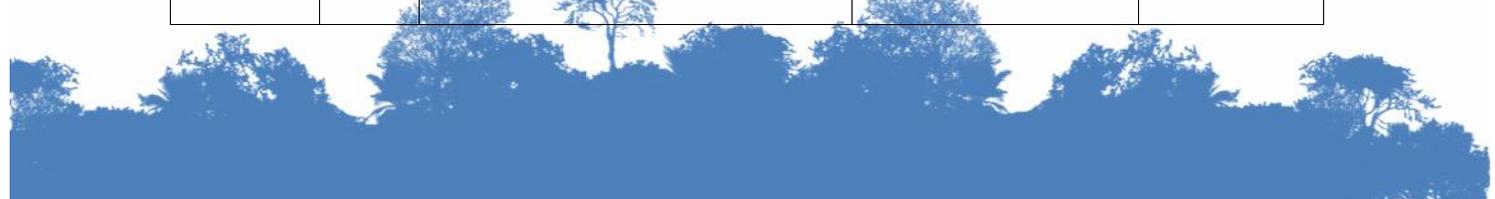
Annex 2: IMTR Programme

MINISTRY OF WATER AND ENVIRONMENT
PROGRAMME FOR
Uganda UN-REDD National Programme Internal Mid Term Review
21st – 24th November, 2016

Date	Time	Activity description	Desired Outcomes	Responsibility
Monday 21 st November 2016	9:00-09:30	Objectives of the Internal MTR	Clear Understanding of all the members	UNDP – Anne
	09:30-10:45	Working group: Assess three outcomes led by UNDP, FAO and UNEP as compared to the original timeframe	Agencies come up with clear updated list of the progress made in their respective outcome	REDD+ Secretariat
	10:45-11:00	Tea Break		
	11:00 – 11:45	Presentation of group work: UNDP	Participants updated on UNDP outcome delivery	UNDP - Tasila
	11:45-12:30	Presentation of group work: FAO	Participants updated on FAO outcome delivery	FAO – Sergio
	12:30-13:15	Presentation of group work: UNEP	Participants updated on UNEP outcome delivery	UNEP – Daniel
	13:15-14:15	Lunch Break		
	14:15-17:00	Assess and note internal and external reasons for delays, lessons learnt, risks and assumptions	Create awareness of cause and effects of delays, and propose remedial actions to improve delivery of project outcomes	UNDP/M&E Polly
	17:00	Wrap-up and Closure		
Tuesday 22 nd November, 2016	09:00-09:10	Recap from Day 1	All participants on the same page	UNDP-Anne
	09:10-09:30	Short presentation of the current REDD+ process in Uganda with specific emphasis on contextual changes since conceptualization of NPD	Participants updated on the current REDD+ process and specifically relevant elements for the UN-REDD Programme	REDD+ Secretariat- [INSERT NAME]
	09:30-11:00	Joint analysis of implications of current context on project, followed by assessment of the relevance of the three components, their outcomes and outputs, to see what – if anything– needs to be revised and re-oriented	Evaluation of the relevance of the planned outcomes in the NPD	
	11:00-11:15	Tea Break		



Date	Time	Activity description	Desired Outcomes	Responsibility
	11:15-12:30	Revision and refocusing of programme outputs in plenary session	Revised / refocused program outputs in line with current REDD+ Process for Uganda.	UNDP
	12:30-13:30	Lunch		
	13:30-14:30	Revision and refocusing of programme outputs continued in plenary session		UNDP
	14:30-15:30	Group work: Revision of 2017 Work Plans and Budgets based on the refocused Outputs for each of the agencies	Draft Work Plan and Budget	UNDP – Tasila UNEP – Daniel FAO – Sergio
	15:30-17:00	Discussion on Knowledge Management and advocacy tasks in 2017	Agreement on priorities for 2017 Open for all, but mainly relevant for GoU & UNDP	UNDP – Anne
	17:00-17:30	Teas and Closure		
Wednesday November 23 rd , 2016	09:00-09:10	Recap from Day 2	All participants on the same page	UNDP – Anne
	09:10-10:30	Gap Analysis and finalization of the ToRs for the Economic Valuation of Uganda Forests	Final ToRs and Action Plan for economic study	UNEP – Daniel & Thierry de Oliveira
	10:30-10:45	Tea Break		
	10:45-13:00	Gap Analysis and finalization of the ToRs for the Economic Valuation of Uganda Forests	Final ToRs and Action Plan for economic study	UNEP – Daniel
	13:00-14:00	Lunch		
	14:00-15:00	UNEP component 3.2 and 3.3	Agreement final wording	UNEP – Daniel
	15:00-16:00	Program Relevance Program effective & efficiency Program sustainability Program impact & unintended impacts Recommendations	Agreement on the four main review question for the Programme	UNDP – Tasila
				FAO – Sergio
				UNEP – Daniel
16:00-17:00	Joint harmonisation of the UN-REDD Work Plan and Budget	Draft UN-REDD Work plan and Budget	FAO – Sergio	
	Discussion on no-cost extension phase	Agreement of no-cost extension request		
17:00	Closure			
Thursday	09:00-	Recap to from Day 3	All the participants on the	UNDP – Anne



Date	Time	Activity description	Desired Outcomes	Responsibility
24 th November, 2016	09:10		same page	
	09:10-13:00	Working group 1: Drafting of the Internal MTR draft report (Working tea break)		UNDP – Tasila
	09:10-13:00	Working group 2: Drafting of National Climate Change Advisory Committee Presentation (Working tea break)	To include 3 elements: 1) MTR findings, 2) Revised work plan, 3) No-cost extension request	UNEP – Daniel
	13:00-14:00	Lunch Break		
	14:00-15:00	Presentation of the draft internal MTR report	Discussion, feedback and agreement on the draft MTR report	UNDP – Tasila
	15:00 – 15:30	Presentation of the NCCAC presentation	Discussion, feedback and agreement on the draft NCCAC presentations	UNEP – Daniel
	15:30-16:00	Closure of Internal Mid-Term Review		
Friday 25 th November, 2016	09:00 - PM	Presentation to the National Climate Change Advisory Committee	Approved revised Work Plan Approved main conclusion to be included in MTR Report Approved No-Cost Extension	REDD+ Secretariat



ANNEX 3: PRESENTATION OF THE REDD+ READINESS PROGRESS

MINISTRY OF WATER AND ENVIRONMENT PROVISIONAL PROGRAMME FOR

Uganda UN-REDD National Programme Internal Mid Term Review 21st – 24th November, 2016

Status and issues of REDD+ process in Uganda: REDD Focal Point

TORs-IMTR

1. To assess progress towards the achievement of objectives of the UN-REDD National Programme on the three outcomes led by UNDP, FAO and UNEP as compared to the original timeframe.
2. To review the UN-REDD National Programme's original work plan to assess its relevance in the current context and assess the need for revision of scope and/or tasks.
3. To assess and note internal and external reasons for delays and recommend remedial actions for improvements in NP delivery of its objectives.

TORs. IMTR

1. To assess relevant risks and assumptions linked to project implementation.
2. To identify lessons learned linked to project implementation and management.
3. To assess needs for reorientation of project components or outputs.
4. To make recommendations for remedial actions to improve project implementation and management.
5. To prepare the UN-REDD National Programme mid-term report and revised work plan.

Summary

1. The Process
2. Coordination/management/supervision
3. Resources (Human+ financial+ facilities)
4. Integration (budgeting + planning+ reporting + M&E+ execution)
5. Status of R-PP Packages and outstanding tasks
6. Lessons/Experiences for MTR

The REDD Process

1. The Process.....elements (Designing REDD Strategy + Reference Scenario + MRV + NFMS(MRV) & Safeguards; Capacity Strengthening + Stakeholder engagement + Coordination and implementation processes
2. Lead: MWE/FSSD
3. Execution: FSSD/ REDD Secretariat
4. Facilitation: GoU + REDD Partners+ Technical Agencies + CSO+ Academia

The REDD Process

1. Assessments/Studies:
2. linked to the FERL/FER; MRV; SAFEGUARDS; BSA; REDD OPTIONS; FGFRM
3. Linked to FIP
4. Macro-economic /policy issues



5. Stakeholder engagements: policy + technical + IPs/Local Community + Local Governments + CSO + Private Sector + etc.
6. Linkages with other Sector Programmes (FIP, PPCR, FIEFOC, Renewable energy.....
7. Linkages with Macro-economic levelMWE Budget framework + Water and Environment SIP, etc

Coordination/management/supervision

1. Roles and processes
2. NFP/REDD Secretariat...management/ administration and coordination
3. NTC ...Technical Oversight...engaged by Secretariat
4. Taskforce...Technical Inputs...engaged by Secretariat?
5. NCCAC...Policy level guidance and harmonization + Strategic management/coordination (including the Joint NCCAC for UNREDD)
6. UNDP Board... advise UNDP on UNDP Component of UNREDD
7. ENR-SWG+ JSR...integration into ENR Sector plans and processes
8. MWE (Policy guidance+ Management+ Financial oversight and services ..including procurements + representation)

Resources (Human+ financial+ facilities)

1. NFP (FSSD)
2. Human Resources:
3. Contracted Staff (FCPF+FAO+UNDP)
4. GoU Staff (FSSD + NFA)
5. One REDD-process Budget... hence synergies
6. Managing REDD Finances (REDD budgeting processes + budget administration and reporting + approvals+ budget integration
7. FCPF....
8. ADC
9. GoU
10. UNREDD
11. Targeted Support from UNREDD
12. Facilities (shared....Office space + equipment/facilities)

Integration (Planning+ reporting + M&E)

1. Planning ... Secretariat work plans + Planning and coordination sessions
2. Reporting:
Over-all to GoU and UG Partners + Global Partnership + within the Secretariat
Component reports -GOU + ADC+ FCPF + UNREDD
3. M&E Framework for the REDD process.....at Outcomes/Results and Output levels according to R-PP packages

Status of R-PP Packages and Outstanding tasks

R-PP Components	R-PP Sub-components	Status of implementation (September 30, 2016)
1. Readiness Organization and Consultation	1a. National REDD+ Management Arrangements	Significant Progress
	1b. Consultation, Participation, and Outreach	Progressing well, Participatory Structures ongoing



2. REDD+ Strategy Preparation	2a. Assessment of Land Use, Land Use Change Drivers, Forest Law, Policy and Governance	Ongoing (as its elements are embedded in sub-components 2b. and 2c, and Component 3).
	2b. REDD+ Strategy Options	Ongoing; Synthesis report completed and draft Options report prepared
	2c. Implementation Framework	On-going
	2d. Social and Environmental Impacts	Procurement of the Consultant ongoing
3. Reference Emissions Level/Reference Levels		Significant Progress. Task nearly complete. Preliminary FERLs/FELs produced...scheduled for endorsement by NCCAC
4. Monitoring Systems for Forests and Safeguards	4a. National Forest Monitoring System	a) Progressing well, as part of Component 3 above
	4b. Information System for Multiple Benefits, Other Impacts, Governance, and Safeguards	Progressing well, as part of Component 3 above

Outstanding work – (RPP Packages)

R-PP on-going packages	Status at 24 October 2016	Forthcoming actions (Supported by FCPF and ADC)
FGRM	Draft FGRM report	Stakeholder consultations on recommended FGRM (via CSO and Participatory Structures process)
		Review/input of Draft FGRM by NTC
		Validation of the FGRM by National level stakeholders
		NCCAC endorsement
Draft FGRM baseline report	Draft FGRM baseline report	Preparing Final Document for records and accountability
		Submission to REDD Sec
Benefit Sharing	Draft BSA Options	Stakeholder Consultations (for targeted stakeholders/audiences) on draft BSA options to ensure they conform to institutional policies/practices/mandates)
		Update Draft BSA Report
		Consultation on Options (Via CSOs)
		Review of draft Options by NTC



		Final Stakeholder validation
		NCCAC endorsement
REDD Strategy Options	Draft Options Assessment Report	Stakeholder Consultation on recommended options
		Updated Draft Options Report
		Consultations on Options (Via CSOs)
		Review of draft Options by NTC
		Final Stakeholder validation
		NCCAC endorsement
FERL/MRV/NFMS	Draft Forest Definition+ FERL+GHG Pools+ FERL Approaches	NCCAC endorsement ...leading to preparation of FERL for Uganda
		Stakeholder consultations on recommended FERL (via CSO and Participatory Structures process)
		National Level Validation
	MRV	as above
NFIS	as above	
Participatory structures	Ongoing-various stages	Finalizing documentation of PPs (Synthesis report fro IUCN and WCS....awaits for EA and TTP)
		Approval of REDD Messages and dissemination tools
		Taskforce meeting on recommended PPS
		Setting up the PPS + Training and capacity building
		Consultations with PPS on: FGRM, BSA, REDD Options, FERL
		NCCAC endorsement

Experiences + Lessons

1. Engaging NCCAC...the process
2. Engaging NTC and Taskforces on technical issues...the process



3. Secretariat Structure and representativeness ...UNEP???
4. Mechanisms for linking with other sector programmes...

Issues

5. Delays...on FCPF due to procurement processes
6. Delays on UNREDD...due to ???
7. Complimentary and value addition to the ongoing and outstanding work + activity scheduling
8. Coordination /synchronizing decision making processes

ANNEX 4: PRESENTATION OF IMTR FINDINGS TO THE 6th NCCAC MEETING

Internal mid-term review of Uganda's UN-REDD Programme Entebbe, Uganda 25th November 2016

Presentation outline

- Short background UN-REDD
- Short background Uganda's UN-REDD Programme
- Purpose of internal mid-term review
- General progress
- Key findings (incl. assessment of relevance, effectiveness, efficiency, impact, sustainability)
- Key conclusions and recommendations
- No-cost extension request

The UN-REDD Programme

- The United Nations collaborative initiative on Reducing Emissions from Deforestation and Forest Degradation in developing countries (and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks)
- Launched in 2008 by FAO, UNDP & UNEP
- 64 partner countries: 28 in Africa
- 7 National REDD+ Programmes (DR Congo, Tanzania, Zambia, Rep. Congo, Nigeria, Uganda & Cote d'Ivoire)

Uganda's UN-REDD Programme

- Uganda's UN-REDD National Programme Document (NPD) approved by Policy Board Nov. 2014
- Signed by NPD by Ministry of Water and Environment and UN partners Sept. 2015
- Inception workshop October 2015
- Anticipated Programme period 2 years: August 1 2015 – July 31 2017
- Total budget all 3 agencies: USD 1,798,670

National Programme Goal

- Enable Uganda to be ready for REDD+ implementation, including development of necessary institutions, policies, instruments and capacities, in a collaborative and leveraging way with other REDD+ readiness partners.
- Complementing the initiatives of World Bank's Forest Carbon Partnership Facility (FCP) & Austrian Development Cooperation (ADC)



National Programme Outcomes

- A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.
- A National Forest Monitoring System (NFMS) is designed and set up, with appropriate Measuring, Reporting and Verification (MRV) functions.
- Subnational implementation of the REDD+ national strategy is prepared and facilitated through an “integrated landscape management” approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions.

Objectives of the internal mid-term review

- Assess progress towards the achievement of objectives of the UN-REDD National Programme on the three outcomes led by UNDP, FAO and UNEP as compared to the original timeframe;
- Review the UN-REDD National Programme’s original work plan to assess its relevance in the current context and assess the need for revision of project components, project outputs, scope and/or tasks;
- Assess and note internal and external reasons for delays;
- Assess relevant risks and assumptions linked to project implementation;
- Identify lessons learned
- Make recommendations for remedial actions to improve project implementation and management;
- Prepare the UN-REDD National Programme mid-term report and revised work plan.
- Took place 21st to 24th November in Entebbe
- Team consisted of staff members from Government, National REDD+ Secretariat, FAO, UNDP, UNEP and IUCN (contractual partner of UNEP)
- Internal mid-term review to create ownership
- Assessed the programme’s Relevance, Efficiency, Effectiveness, Impact and Sustainability

General Progress

- FAO had funds available, started work March 2015
- Funds in UNDP & UNEP’s accounts in Sept 2015
- Recruitments and contracting started
- Work stations and procurement of equipment
- Inception workshop: 30th October 2015 with 80 participants from 15 districts & Minister of MWE
- Work plans and budgets revised
- Last staff member in place October 2016
- Now: full implementation speed

Key findings – Relevance (importance, connection)

How does the programme relate to the main objectives of the REDD+ Readiness process?

- Contributing to policy dialogue, preparation of NS, FREL and NFMS etc. - all contributing to the national readiness process.
- The activities are complementing ongoing efforts by FCPF, increasing value and contributing to right sequencing of activities
- UN-REDD staff’s experience and technical competence is contributing to enriching the REDD process
- Utilizing convening power to contribute to dialogues and national ownership as well as appreciation of the process

→ Highly relevant

Key findings – Effectiveness (achieving goals)

To what extent are the expected outcomes and objectives of the programme in process of being achieved as compared to the original timeline?

- The foundations for preparing Uganda to be ready for REDD+ through outcomes 1, 2 and 3 are in place
- Ongoing: studies, policy dialogues, capacity building, technology available, support to institutions, developing institutional implementation arrangements, etc.



- Close collaboration and leveraging other REDD+ readiness partners
- Advanced construction of NFMS, FREL to be submitted shortly and establishment of MRV

→ **Highly effective**

Key findings – Efficiency (speed & costs)

Is the programme implementation efficiency in line with international & national norms and standards?

- Compliant with NPD's international standards
- Joint FAO, UNDP & UNEP planning, missions, work plans, reporting - delivering as one
- Joint missions, planning, coordination w FCPF & ADC
- Engaging existing structures (such as NCCAC)
- Cost-effectiveness by combining studies and meetings and sharing resources
- Increasing overall pace of readiness, e.g. by leveraging other programmes' implementation
- Location of UN-REDD staff in national REDD+ Secretariat has ensured inter-action, increased collaboration, coordination, lower operational costs and ownership to programme
- Early funds for FAO allowed efficient kick-start
 - Significantly delayed signature process of NPD
 - Significantly delayed procurement processes (UNDP & UNEP)
 - Delays in start-up of e.g. studies due to overwhelmed national and international staff

→ **Medium efficiency**

Key findings – Impact (how the project affects)

Is the programme likely to contribute to the process of developing Uganda's REDD+ readiness process?

- At this stage of programme implementation impact can not be fully assessed, but it is on track to deliver substantial impact to longer term objectives and Uganda's development plans through the three programme components
- Positive results: High political support and allocation of national funding
- Negative results: High expectations among stakeholders which might be difficult to manage

Key findings – Sustainability (ability to live on)

Are there financial, institutional and social-economic tasks & mechanisms to address programme risks so as to sustain long-term project results?

- Fostering the positioning of REDD+ as part of the national development planning and budgeting institutions and processes
- The programme is on course to deliver on technical instruments (FREL, NFMS, SIS) and requirements (NS, SE) to allow Uganda to implement REDD+ in line with UNFCCC Warsaw Framework
- Part of component 1 focuses on building national and international political support, and aims at securing new funds for the implementation phase
- Part of component 2's technical deliveries are institutionalized within existing government structures (NFMS)
- Part of component 3 focuses on strengthening participatory structures at sub-national level which secures local support and ownership

→ **Highly sustainable**

Key conclusions and recommendations 1

- MTR ranked overall progress at outcomes level as satisfactory despite some delays
- Variation of level of achievement between agencies was noted (FAO being on track with kick-start funds)
- The reasons for delays were identified and recommendations developed
- It is deemed likely that delivery rate will improve towards the end of the programme (all staff in place)
- Coordination between UN REDD, FCPF and ADC was found to be highly satisfactory and these efforts should be maintained, especially at national level



Key conclusions and recommendations 2

- National Secretariat found to play a key and strategic role in pulling all work streams together and channelling support towards national REDD+ vision
- The three programme outcomes NPD were found to remain highly relevant
- Percentage budget expenditure varies across agencies, but is lower than anticipated due to delays
- Programme outputs for each agency were reviewed and the MTR recommends refocusing of two, to adapt to current context and ongoing initiatives

Key conclusions and recommendations 3

- The MTR recommends output 3.2 to be redesigned to enhance complementarity with ongoing FPCF work on stakeholder engagement
- The MTR recommends output 3.3 to shift focus from developing a sub-national REDD+ strategy to developing a roadmap for sub-national implementation
- The MTR recommends that the initial study on economic valuation of Uganda forests and its contribution to the national economy be reviewed by all relevant stakeholders to focus on producing a National Forest Account, which may facilitate uptake by national policy and decision makers.

Key conclusions and recommendations 4

- The MTR recommends more realistic planning and timelines, continuous follow-up of recruitments, ToR and studies, and fast-tracking process when possible
- The MTR notes that stakeholder engagement is ongoing and as this element is critical there is need to ensure that planned work on consultations and engagement take place.
- No national REDD+ web portal or platform to access and share general information on REDD+ with stakeholders exists. The MTR recommends to the national REDD+ Secretariat that a concerted effort is made to decide on type and design of web tool so as to improve public access to information.

Key conclusions and recommendations 4

- The capacities of ministries, agencies, departments, partners and broad stakeholder groups are strengthened through the NP and found beneficial to the REDD+ readiness process. This will remain crucial for the completion of the readiness phase moving into the implementation phase, and the MTR recommend that efforts & momentum is maintained.
- The MTR recommends the programme equip policy and decision makers with practical tools & communication packages that can be used to influence the different constituencies and other government structures anticipated to play a significant part in the implementation of REDD+.

Key conclusions and recommendations 5

- Uganda has attracted adequate funding for the REDD+ readiness process. The MTR recommends continuing efforts to mobilize resources for the implementation phase, building on the political momentum the process has generated so far and leveraging on ongoing support from national and international development partners to ensure long-term sustainability and to minimize the gap between the readiness and the implementation phases.
- Uganda has been commended for having a gender roadmap for REDD+ (developed in 2015, with M&E tool in 2016). The MTR recommends that mechanisms for its implementation be put place and that the UN-REDD Gender expert supports the national team is this aspect.

Recommendation of no-cost extension

- Given the delays experienced in starting the NP in Uganda and the level of progress achieved to date, the MTR noted that the NP needs more time to complete the planned activities.
- The MTR therefore recommends to request for a no-cost extension to the NP programme of eleven (11) months, which will take the completion date from July 2017 to June 2018 and coincide with Government planning and financial cycle.



Thank You
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ANNEX 5: PRESENTATION OF 2017 WORK PLANS TO THE NCCAC

UN-REDD NATIONAL PROGRAMME FOR UGANDA
2017 WORKPLAN AND BUDGET
PRESENTED TO THE NCCAC
25TH NOVEMBER, 2016

UN-REDD Components
Outcome 1: UNDP
Outcome 2: FAO
Outcome 3: UNEP

Outcome 1:

A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.

Output 1.1

Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.	\$343,243
Output 1.1: The strategy design process is run in a timely manner, respectful to REDD+ readiness principles, with robust technical backstopping and in smooth coordination with all other components of REDD+ readiness	\$155,043
Program Staff: International Technical Advisor, a national technical officer for management and strategy design process and an administrative and finance assistant	\$110,979
Provide adequate workstation and means	\$3,000
Run Final Evaluation of the UN-REDD joint National Programme	\$41,064

Output 1.2

Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.	\$343,243
Output 1.2: The analytical inputs to the national strategy are robust and comprehensive	\$45,000
Consolidate analysis on reforestation potential, SWOT and strategy	\$10,000
Analyse structural and macro-economic challenges and options for forests	\$10,000



Analyse community-based approaches to REDD+ implementation	\$25,000
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Output 1.3

Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.	\$343,243
Output 1.3: The policy dimension of the strategy is strengthened through policy-level and cross-sectorial dialogue and assessment of options	\$43,200
Organise a joint consultation session with all Ministries on Specific REDD+ Options	\$2,500
Organise a series of information meetings, luncheons, working sessions, dialogues, with Government Commissions, Heads of Parliament Fora, Ministers and Advisors, and Opinion Leaders	\$32,700
Organise a TV debate to assess REDD+ Options between KEY personalities and REDD+ Leaders	\$8,000

Output 1.4

Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.	\$343,243
Output 1.4: The national REDD+ strategy is fully embedded in, and directly contributes to the national development planning and budgeting processes	\$20,000
Formulate integrated scenario to achieve 2040 vision	\$20,000
Backstopping support task on a cross-CSO workshop to organize and consolidate the CSO scenario for reaching Vision 2040 Targets	\$0

Output 1.5

Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.	\$343,243
Output 1.5: The national REDD+ strategy enjoys strong international recognition and mobilizes support for the investment phase	\$80,000
Invite international partners to participate in regular REDD+ events	\$0
Hire a high level diplomatic facilitator to backstop the policy dialogue process	\$36,000



Organise a series of technical and political meetings on REDD+ options and strategy roadmap for donors in Uganda and internationally	\$16,000
Discuss and assess the areas of interests, constraints, expectations and opportunities related to major partners through bilateral discussions	\$0
Draft a negotiation paper with proposals to, and expectations from donors based on the REDD+ National Strategy Roadmap	\$4,000
Organise meetings to consult and negotiate support from donors and development partners	\$4,000
Organise a roundtable of REDD+ partners and reception as a side event of UNFCCC COP23	\$20,000

Outcome 2:

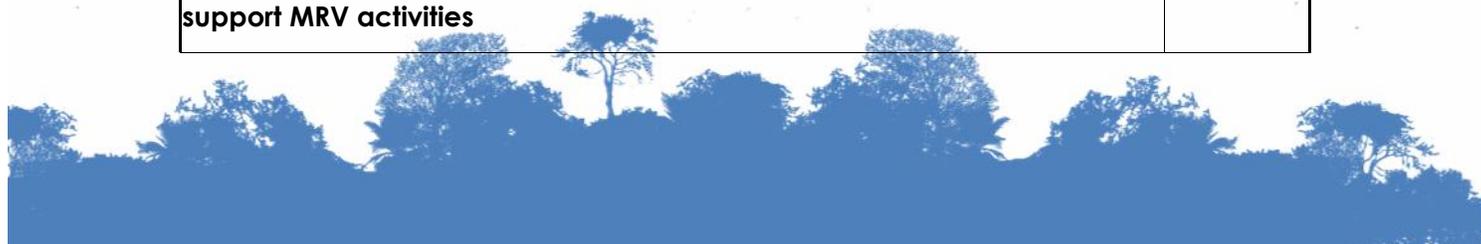
Key elements of the NFMS are developed and related national capacities are strengthened.

Output 2.1

Outcome 2 : Key elements of the NFMS are developed and related national capacities are strengthened	\$343,243
Output 2.1: Field data and relevant supplementary information for the development of emission factors are collected and analysed	\$62,500
Planning and implementation of field measurements in permanent sample plots for improved emission factor estimates	\$40,000
Data entry, processing, analysis and reporting	\$22,500
Training of university students and instructors in field inventory planning techniques, carbon measurement and NFI data analysis.	\$0

Output 2.2

Outcome 2 : Key elements of the NFMS are developed and related national capacities are strengthened	\$343,243
Output 2: NFA capacities to systematically monitor forest and land cover/use change (REDD+ activity data) are strengthened	\$165,000
Strengthen the Mapping and Inventory Centre (MIC) of NFA for operational forest and land use monitoring	\$15,000
Undertake trainings on remote-sensing techniques/analysis and open-source software within MIC	\$10,000
International MRV expertise and coordination support is mobilized to support MRV activities	\$140,000



Output 2.3

Outcome 2 : Key elements of the NFMS are developed and related national capacities are strengthened	\$343,243
Output 3: NFA has the capacities and tools to store, update and disseminate REDD+ information	\$60,000
Develop a forest and land use monitoring web-portal to display REDD+ information	\$45,000
Strengthen database management capacities	\$10,000
Preparation and information sharing in forms of printed material delivered for decision makers, institutes, schools, and for public in general.	\$5,000

Output 2.4

Outcome 2 : Key elements of the NFMS are developed and related national capacities are strengthened	\$343,243
Output 4: Government of Uganda has the capacities to report on its GHG emissions from the forestry sector and a draft GHG-I report	\$35,000
4.1 Trainings on GHG-I software for the AFOLU/LULUCF sector	\$15,000
4.2. Development of a GHG-I for the AFOLU/LULUCF sector that meets UNFCCC requirements	\$20,000

Outcome 3:

Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions.

Output 3.1

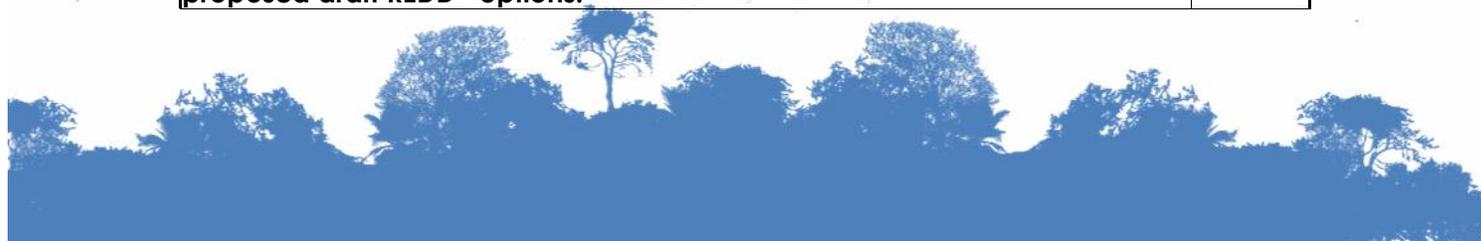
Outcome 3: Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions	\$355,000
Output 3.1: Understanding of land use systems, rightful access to and spatio-temporal resource use patterns at subnational level enhanced through analytical work at selected representative landscapes	\$120,000



Develop, review and validate criteria for the selection of representative landscapes to serve as models for the subnational implementation of the REDD+ national strategy	\$2,000
Develop, review and validate criteria for the definition of the different types of land use in Uganda	\$2,000
Assess historical and current land use systems as well as the drivers of the different land use options in selected representative landscapes	\$16,000
Design and conduct an economic valuation of Uganda forests and its contribution to the national economy	\$100,000
Contextualise existing and prospective legal and regulatory framework to landscape management and REDD+ with special emphasis on community and private forestry	\$0
Ascertain existing or prospective structures and mechanisms in support of subnational activities and identify prospective links to the national REDD+ system including preliminary guidance on the transparent and equitable benefit sharing mechanisms	\$0

Output 3.2

Outcome 3: Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions	\$355,000
Output 3.2. Subnational stakeholders effectively engaged through consultations and capacity building for the sustainable implementation of the REDD+ national strategy	\$135,000
Establish platforms to facilitate independent consultations with forest dependent communities (e.g. Batwa, Ik and Benet) as a special target groups that has been recommended for separate consultations by the FCPF work on strengthening participatory structures	\$30,000
Build capacity of the established structures for the targeted forest dependent communities to enhance awareness about safeguards in relation to REDD+ and establish modalities for engagement of each community in the implementation of the national REDD+ strategy	\$25,000
Develop a guide for ensuring full and effective participation of forest dependent communities, private and community lands/forest owners in climate change initiatives/REDD+ initiatives including provisions for FPIC in relevant cases	\$25,000
Production of communication materials targeting forest dependent communities, private and community lands/forest owners as well as cultural leaders	\$25,000
Facilitate dialogue with interreligious councils (in Karamoja and Northern region) and cultural leaders in Karamoja and Mt Elgon as a special group that has been recommended for separate consultation under the FCPF work on strengthening participatory structures for their inputs and buy in on the proposed draft REDD+ options.	\$30,000



Output 3.3

Outcome 3: Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions	\$355,000
Output 3.3: Subnational REDD+ implementation strategy prepared and fed into the REDD+ national strategy development process	\$100,000
Preparation of recommendations for subnational strategy for REDD+ through subnational and national stakeholder working group	\$20,000
Organise and facilitate the national level endorsement of the recommendations for the subnational strategy for REDD+	\$35,000
Draft subnational strategy for the implementation of REDD+ national strategy by the subnational and national stakeholder working group including the identification of potential subnational landscape investment options drawing from the REDD+ national strategy	\$35,000
Review, finalise and endorse the Uganda subnational strategy for the implementation of REDD+ national strategy	\$10,000

Summary of the 2017 Outcomes and Budget

Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.	\$343,243
Outcome 2: Key elements of the NFMS are developed and related national capacities are strengthened	\$343,243
Outcome 3: Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions	\$355,000
Total 2017 Budget	\$1,041,486

Mwebale nyo!

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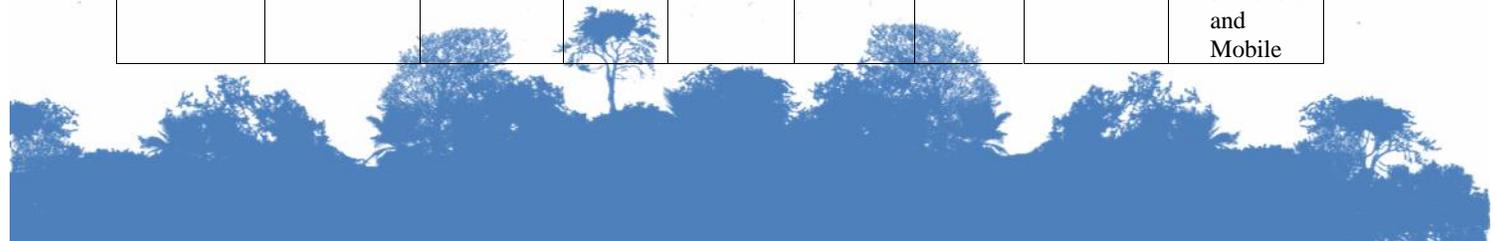


ANNEX 6: DETAILED ASSESSMENT RECORD

Expected results	Indicators with baselines and targets	M&E events with data collection methods	Time or schedule and frequency	Responsibility	Means of verification: data source and type	Resources	Risks	Status of implementation
Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.								
Output 1.1: The	I.1.1.1: Capacity of REDD+ Secretariat to effectively coordinate work and financial streams, and deliver on time							



strategy design process is run in a timely manner, respectful to REDD+ readiness principles, with robust technical backstopping and in smooth coordination with all other components of REDD+ readiness	Baseline: First year of FCPF implementation progress report rates the process "not yet demonstrating progress"							
	T.1.1.1: The 3 UNDP-supported staff is in place by mid-2015	Periodic progress reports	July 2015, then every six months	UNDP	Recruitment contracts	n.a.	Lengthy procedures and difficulties to find qualified candidates	<p>Three staff in Place by October 2016</p> <ul style="list-style-type: none"> • Chief Technical Advisor (note to file Changed to International Technical Specialist (Oct 2016) • National Technical Advisor (Oct, 2015) • National Technical Assistant (May, 2016)
T.1.1.2: Targets from output 1.2 to 1.5 are met	Periodic progress reports	Related to each target	UNDP	Related to each target	n.a.	Related to each target	<p>Adequate work station and means are order</p> <ul style="list-style-type: none"> • Computers work stations and Mobile 	



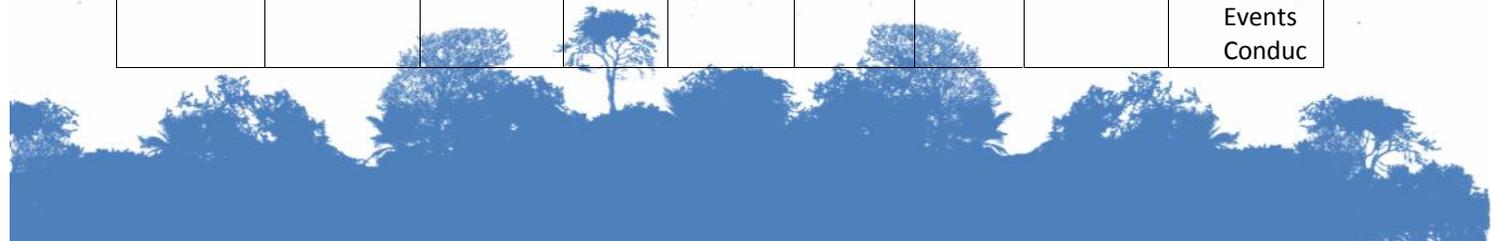
								<p>Phones</p> <p>Meeting and dialogues on progress</p> <p>Mid-term review postponed from Dec 2015 to November 2016 because the National Program was effectively launched from October 2015.</p>
<p>Output 1.2: The analytical inputs to the national strategy are robust and comprehensive</p>	<p>I.1.2.1: Time to deliver the 3 studies</p> <p>I.1.2.2: Satisfaction of stakeholders for the studies</p> <p>Baseline: Studies are not available</p>							
	<p>T.1.2.1: The 3 studies are completed by the end of 2015</p>	<p>2015 annual progress report</p>	<p>December 2015</p>	<p>UNDP</p>	<p>Dates on validation workshop reports</p>	<p>n.a.</p>	<p>Lengthy procedures, difficulties to find qualified consultants and to access data, lack of quality data</p>	<ul style="list-style-type: none"> • The project in October 2015 • Status <ul style="list-style-type: none"> - Study commissioned is in cancellation stage due the delay delivery by the consultant - The 2nd Study in



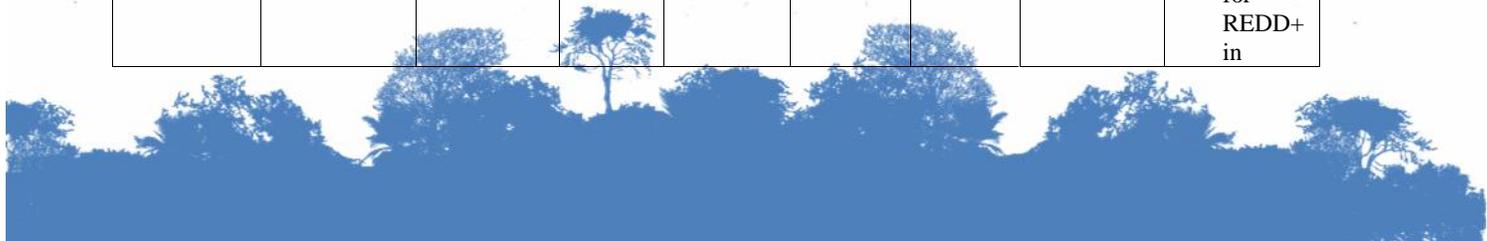
								<p>Procurement Process</p> <ul style="list-style-type: none"> - Third Study in progress to be conducted in collaboration with UNEP (Note to File) - Note to File that a 4th study on the Issues and Options was carried out and completed.
	T.1.2.2: The studies are ranked "satisfactory" or beyond by 85% of stakeholders	Satisfaction polls run during validation workshops of each study	December 2015	UNDP	Summary of satisfaction poll as run during the validation workshop and annexed to the report	as provisioned in the workshops' budget	Lack of participation, confusion between satisfaction to process or results	Not Applicable



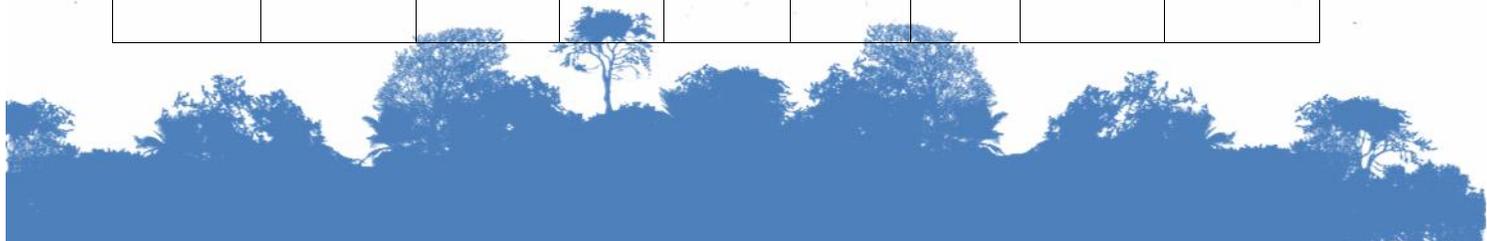
<p>Output 1.3: The policy dimension of the strategy is strengthened through policy-level and cross-sectorial dialogue and assessment of options</p>	<p>I.1.3.1: Number of participants to the policy-level dialogue I.1.3.2: Number of policy-level meetings I.1.3.3: Satisfaction of participants to the policy-level dialogue on the process I.1.3.4: Satisfaction of stakeholders on the national REDD+ strategy Baseline: There is no draft consolidated material on REDD+ vision and options, and national strategy. There is little policy-level implication on REDD+ readiness process, notably from a pluri-sectorial perspective</p>							
	<p>T.1.3.1: 100 nationals have participated to the policy-level dialogue</p>	<p>Periodic progress reports</p>	<p>June and December 2016</p>	<p>UNDP</p>	<p>Lists of participants to policy-level events</p>	<p>n.a.</p>	<p>Difficulty to interest and mobilize political leaders, and to balance the size of audience and substantive discussions</p>	<ul style="list-style-type: none"> A total of 83 participated in dialogue meeting held on 15th Sept, and 7 October 2016
	<p>T.1.3.2: 25 policy-level meetings and events have been held</p>	<p>Periodic progress reports</p>	<p>June and December 2016</p>	<p>UNDP</p>	<p>Policy-level events reports</p>	<p>n.a.</p>	<p>Difficulty to mobilize political leaders on a regular basis, articulation with the schedule of delivering the substance</p>	<ul style="list-style-type: none"> O Total of 2 dialogues and 8 events o 2 dialogues meetings held 15th September and 7 October 2016 o 2 REDD+ trainings Events Conduct



							<p>ted</p> <ul style="list-style-type: none"> - The National Climate Change Advisory Committee Training on REDD+ (8-9 Feb 2016) - The REDD+ Academy Training (July 2016) <p>O 1 Inception workshop</p> <p>O Meeting held at National Level on Issues and Options for REDD+ in Private and community forest Owners</p> <ul style="list-style-type: none"> - 1 Meeting held in Kabale on Issues and Options for REDD+ in
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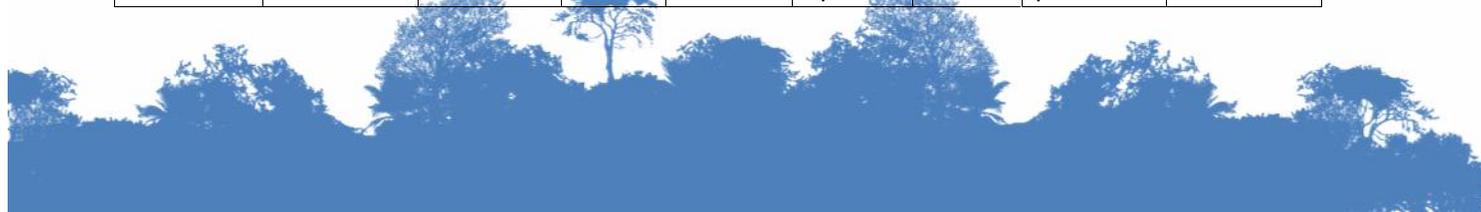
								<p>Private and community forest Owners</p> <ul style="list-style-type: none"> - 1 Meeting held in Kasese on Issues and Options for REDD+ in Private and community forest Owners - 1 Meeting held in Masindi on Issues and Options for REDD+ in Private and community forest Owners o 1 The National Climate Change Advisory Committee Training on REDD+ held in January 2016
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	T.1.3.3: The policy-level dialogue process is ranked "satisfactory" by 80% of participants	Satisfaction polls run at each policy-level event	June and December 2016	UNDP	Summary of polls run at each policy-level event and annexed to reports	as provisioned in the workshops' budget	Lack of participation, confusion between satisfaction to process or results, political agenda vs. technical opposition from some leaders	
	T.1.3.4: The REDD+ strategy is ranked "satisfactory" by 85% of stakeholders	Satisfaction polls run during validation workshop	December 2016	UNDP	Summary of the poll run during the validation workshop and annexed to the report	as provisioned in the workshop's budget	Lack of participation, confusion between satisfaction to process or results, political agenda vs. technical opposition from some leaders	
Output 1.4: The national REDD+ strategy is fully embedded in, and directly contribute	I.1.4.1: Level of understanding and appropriation of REDD+ strategy by planning experts Baseline: Forests and REDD+ are poorly and mainly cosmetically reflected in national planning and budgeting processes							
	T.1.4.1: The integrated scenario towards 2040 is	2015 annual progress report	December 2015	UNDP	Date of publication workshop	n.a.	Difficulty to interest and mobilize key contributors	FCPF been delayed will be done 2017 - November



<p>s to the national development planning and budgeting processes</p>	<p>formulated by the end of 2015</p>				<p>report</p>		<p>ors, including from multiple sectors and private sector, so to ensure legitimacy and visibility</p>	<p>ber 16-18 Consultation meetings held with FCPF Consultants to generate policy issues to be used in the 2017 Dialogues.</p>
	<p>T.1.4.2: Planning experts participate to 4 joint events with REDD+</p>	<p>Periodic progress reports</p>	<p>Every semester</p>	<p>UNDP</p>	<p>Lists of participants annexed to reports</p>	<p>n.a.</p>	<p>Difficulty to interest leaders and mobilize key experts from relevant services, and to disseminate feedbacks inside such services</p>	
	<p>T.1.4.3: The contribution from REDD-supported scenario is ranked</p>	<p>Satisfaction polls run during validation workshop</p>	<p>December 2016</p>	<p>UNDP</p>	<p>Summary of polls run during the final workshop of</p>	<p>as provisioned in the workshop's budget</p>	<p>Lack of participation, confusion between satisfaction to process or</p>	



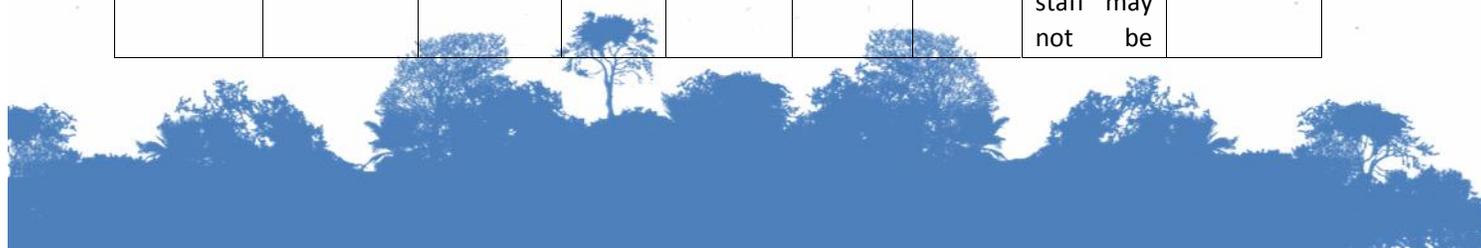
	"useful" by 80% of planning experts				the output, and annexed to the report		results, political agenda vs. technical opposition from some leaders	
Output 1.5: The national REDD+ strategy enjoys strong international recognition and mobilizes support for the investment phase	I.1.5.1: Number of international policy dialogue events I.1.5.2: Satisfaction of stakeholders on policy commitments from GoU I.1.5.3: Satisfaction of stakeholders on financial commitments to the implementation of the strategy Baseline: There is no available and committed funding for REDD+ implementation in Uganda							
	T.1.5.1: 3 international policy dialogue events and 15 bilateral meetings have been held	Periodic progress reports	Every semester	UNDP	Events and bilateral meetings reports	n.a.	Lack of technical substance, lack of policy and political-level commitment, lack of capacities, lack of resources from donors	Ditto Output 1.4
	T.1.5.2: Policy commitments from GoU are ranked "satisfactory" by 80% of stakeholders	Satisfaction polls run during roundtable debriefing	January 2017	UNDP	Summary of the poll run during the public debriefing from the roundtable	as provisioned in the debriefing's budget	Lack of political commitment, confusion between satisfaction to the process, the strategy or the policy dimension	



							, political agenda of some stakeholders	
	T.1.5.3: Financial commitments to the implementation of the strategy are ranked "satisfactor y" by 80% of stakeholders	Satisfaction polls run during roundtable debriefing	January 2017	UNDP	Summary of the poll run during the public debriefing from the roundtable	as provided in the debriefing's budget	Lack of financial commitment, confusion between satisfaction to the process, the strategy or the policy dimension , political agenda of some stakeholders	
Outcome 2: Key elements of the NFMS are developed and related national capacities are strengthened								
Output 2.1: Field data and relevant supplementary information	I 2.1.1 Carbon estimates for key land classes developed, including national Emission Factors with uncertainty analysis I 2.1.2: Data entry, processing, analysis and reporting I 2.1.3 Number of university students and lectures trained Baseline: No official carbon estimates available for key land classes Limited number of university students and instructors knowledgeable of forest carbon inventory techniques in the context of REDD+ and limited							



n for the development of emission factors are collected and analysed	training material available							
	T. 2.1.1 At least one carbon estimate and emission factor for each key classe (at least forest vs. non forest) including uncertainty analysis	carbon estimates and emission factors are available in an electronic /paper publication, as well as on the web portal (Output 3)	June 2016	FAO	Training reports with attendance list	n.a.	Staff continuity may be challenging to obtain, suitable qualified & dedicated staff may not be available for training	<ul style="list-style-type: none"> EF calculated and derived for ALL identified classes FREL/FRL field activities for NFI are continuing NOW using a full automated info's collection system (Open Foris)
T 2.1.2: One functional database and 10 trained staff in data entry and processing	Training report Database	December 2016	FAO	Database established. Training reports with attendance list.	n.a.	Staff continuity may be challenging to obtain, suitable qualified & dedicated staff may not be	<ul style="list-style-type: none"> New Database deployed 	



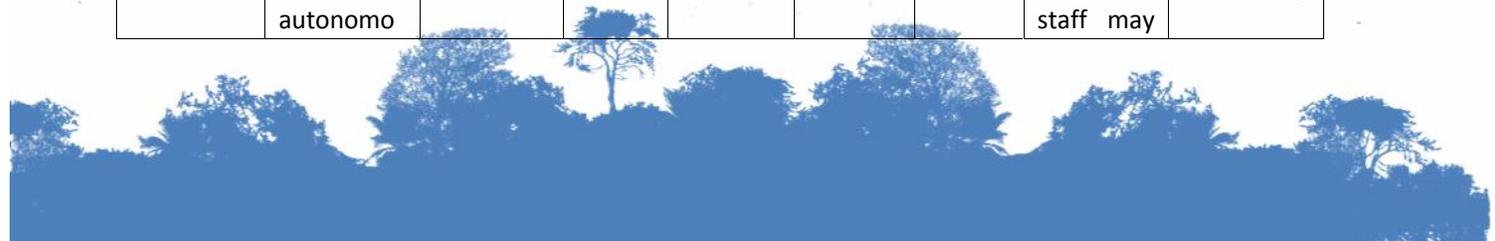
							available for training	
	T 2.1.3. At least 30 students and instructors trainedT.	Training report and training material provided to attendees	December 2015	FAO	Training reports with attendance list, as well as training manual	As provided in the training budget	Risk of not identifying the right trainees. This can be mitigated by selecting institutions in close coordination with Government and by establishing nomination criteria	<ul style="list-style-type: none"> • Hands on training for 24 graduates students trained in data entry and processing • Hands on training for 8 staffs trained in mapping and in field inventory • ALL protocols for FI revised and updated.



<p>Output 2.2: NFA capacities to systematically monitor forest and land cover/use change (REDD+ activity data) are strengthened</p>	<p>I 2.2.1: Strengthen the Mapping and Inventory Centre (MIC) of NFA for operational forest and land use monitoring I 2.2.2: Undertake trainings on remote-sensing techniques/analysis and open-source software within MIC I 2.2.3: International MRV expertise and coordination support is mobilized to support MRV activities Baseline: NFA has no 2016 land cover map or change assessment and limited capacity to undertake this without dedicated support</p>							
	T 2.2.1: 6 operational workstations	Workstation	January 2016	FAO	Functioning monitoring unit with operating workstations	n.a.	lengthy procurement process	<ul style="list-style-type: none"> ALL equipment procured and delivered by January 2016
	T 2.2.2: 6 fully proficient staff trained in satellite monitoring of land and land cover change	Training report	January 2016	FAO	Training reports with attendance list Test results	n.a.	Staff continuity may be challenging to obtain, suitable qualified & dedicated staff may not be available for training	<ul style="list-style-type: none"> 5 NFA Staff trained in improved remote sensing techniques
	T 2.2.3: One international expert recruited to improve coordination of MRV activities	Performance Review	October 2015	FAO	Terms of Reference, contract and semi-annual reports	n.a.	expert may take more time than anticipated to recruit	<ul style="list-style-type: none"> 1 international expert recruited and deployed August 2015



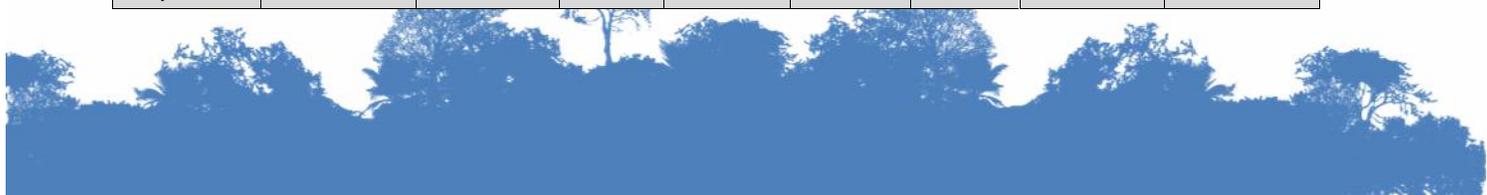
									<ul style="list-style-type: none"> 1 National NFMS/MRV senior expert recruited and deployed March 2015
Output 2.3: NFA has the capacities and tools to store, update and disseminate REDD+ information	I 2.3.1: Develop a forest and land use monitoring web-portal to display REDD+ information I 2.3.2: Strengthen database management capacities I 2.3.3: Preparation and information sharing in forms of printed material delivered for decision makers, institutes, schools, and for public in general. Baseline: No operational MRV database								
	T 2.3.1: One web portal to manage and display information on land use and land use change is developed and operational	Periodic progress reports	Every semester	FAO	Publish ed web portal containi ng key informa tion	n.a.	Maintaina nce & updating of portal over long term may prove challengin g	- Web portal scoping mission conducted in July 2016 - Web portal deploymen t expected by June 2017	
	T 2.3.2: Two technicians fully trained and capable of managing MRV database autonomo	Training reports	March 2016	FAO	Training reports with attenda nce list	n.a.	Staff continuity may be challengin g to obtain, suitable qualified & dedicated staff may	- Action will be completed with the second mission in the first quarter of 2017on hold	



	usly						not be available for training	
	T 2.3.3: Number of printed/electronic informational material (leaflets, publications, technical reports, posters) on REDD+ MRV issues	Reports	July 2017	FAO	Reports, publications	n.a.	n.a.	- On hold awaiting for full completion of the accuracy assessment. Materials ready for printing and dissemination by February 2017
Output 2.4: Government of Uganda has the capacities to report on its GHG emissions from the forestry sector and a draft GHG-I report	I 2.4.1: Trainings on GHG-I software for the AFOLU/LULUCF sector I 2.4.2: Development of a GHG-I for the AFOLU/LULUCF sector that meets UNFCCC requirements Baseline: Government of Uganda has reported irregularly on its GHG emissions from the AFOLU/LULUCF sector							
	T 2.4.1: 4 trained staff in GHG-I software for the AFOLU/LULUCF sector	Training reports	April 2016	FAO	Training reports	n.a.	Staff continuity may be challenging to obtain, suitable qualified & dedicated staff may not be available for training	Staff training planned for the first quarter of 2017
	T 2.4.2: One draft GHG-I report for	Training reports	July 2016	FAO	Draft Report	n.a.	n.a.	GhG-I data from AFOLU/LULUCF



	the AFOLU/LULUCF sector							provided to the Uganda GhG-Inventory. GhG-I release is expected by July 2017
Outcome 3: Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and	Indicators with baselines and targets	M&E events with data collection methods	Time or schedule and frequency	Responsibility	Means of verification: data source and type	Resources	Risks	Status of implementation



<p>early actions</p>								
<p>Output 3.1. Understanding of land use systems, rightful access to and spatio-temporal resource use patterns at subnational level enhanced through analytical work at selected representative landscapes</p>	<p>I3.1.1. Representative landscapes selected B3.1.1. Landscape level land use options unavailable or incoherent when available</p>							
	<p>T3.1.1. A maximum of 2 representative landscapes selected within the first 6 months of the NP</p>	<p>Workshop report</p>	<p>6 months into the NP</p>	<p>UNEP</p>	<p>Workshop report</p>	<p>As provided in the workshop budget</p>	<p>Choice of representative landscapes driven by political considerations</p>	<p>Work is ongoing, near completion: The draft report on proposed landscapes prepared, pending stakeholder validation in December 2016.</p>
	<p>I3.1.2 & I3.1.3. Typology of different land use options agreed and drivers of different land use options identified B3.1.2 Drivers of different land use options unclear</p>							
<p>T3.1.2. Drivers of land use options identified and possibly quantified at a max. of 2 sites towards mid Yr 2</p>	<p>Workshop report</p>	<p>6 months into the NP</p>	<p>UNEP</p>	<p>Report</p>	<p>As provided in the workshop budget</p>	<p>Stakeholders might not easily agree on typology of land use</p>	<ul style="list-style-type: none"> • Drivers for one landscape identified. • Drivers for the 2nd landscape outstanding • Quantification 	



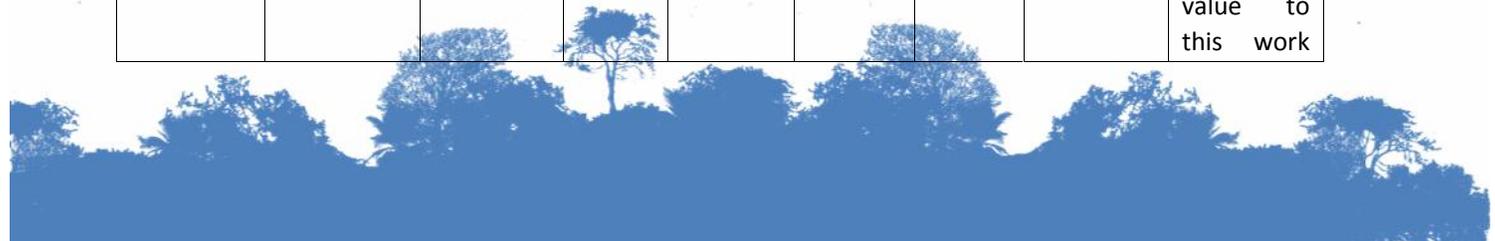
								n of the drivers outstanding
I3.1.4. Private and community rights to land/forests clarified in relation to potential landscape level REDD+ investments B3.1.4. Private and community rights inadequate to support landscape level REDD+ investments								
T3.1.4. Guidelines for improving private and community rights in relation to REDD+ produced by mid Yr 2	Context report	December 2015	UNEP	Report	n.a	n.a		<ul style="list-style-type: none"> Draft guidelines have been prepared, pending validation in December 2016
I3.1.5. Baselines established of operational capability of existing structures in support of subnational REDD+ activities B3.1.5. Operational capability of existing subnational structures inadequate for potential REDD+ investments								
T3.1.5. Capacity building plan for subnational structures involved in REDD+ in place by Yr 2 ending	Report	December 2016	UNEP	Report	n.a	New structures opportunistically established	<p>Still pending: Implementation was put on hold in line with the emerging issues under the FCPF component, pending outcome of MTR.</p>	
Output 3.2: Subnation	I3.2.1. Stakeholders analysis of subnational REDD+ conducted at representative landscapes B3.2.1. Existing and potential subnational REDD+ stakeholders inadequately							



al stakeholders effectively engaged through consultations and capacity building for the sustainable implementation of the REDD+ national strategy	known							
	T3.2.1. Comprehensive list of existing and potential subnational REDD+ stakeholders including their motivation s in place by end of Yr 1	Periodic progress report	December 2015	UNEP	Report	n.a	n.a	Still Pending: IUCN is undertaking an assignment to establish and strengthen participatory structures under the FCPF component. Proposals for adding value to this work have been made and will be presented for consideration during the MTR.
	I3.2.2. Situational analysis of current understanding and perceptions of REDD+ at subnational level B3.2.2. REDD+ rhetoric currently conducted at national level							
T3.2.2. At least 80% of subnational stakeholders are fully aware of REDD+	Report	December 2015	UNEP	Report	n.a	Expectations on REDD+ too high and unrealistic	Still Pending: IUCN is undertaking an assignment to establish and	



	discourse by Yr 2 ending							strengthen participatory structures under the FCPF component. Proposals for adding value to this work have been made and will be presented for consideration during the MTR.
I3.2.3. Consultation mechanisms of subnational stakeholders for REDD+ established and empowered B3.2.3. Consultation mechanisms of REDD+ stakeholders inexistant								
T3.2.3.	A fully functional consultation mechanism of subnational REDD+ stakeholders in place by mid Yr 2	Periodic progress report	December 2016	UNEP	Consolidated reports on consultations	n.a	Collaboration between stakeholders with conflicting interests difficult	Still pending: IUCN is undertaking an assignment to establish and strengthen participatory structures under the FCPF component. Proposals for adding value to this work



								have been made and will be presented for consideration during the MTR.
I3.2.4. Roadmap to build and reinforce subnational structures in support of REDD+ established B3.2.4. Capacity of current and prospective structures in support of REDD+ extremely low								
T3.2.4. Capacity building plan for subnational structures in place by Yr 2 ending	Report	December 2016	UNEP	Report	n.a	n.a		Still pending: IUCN is undertaking an assignment to establish and strengthen participatory structures under the FCPF component. Proposals for adding value to this work have been made and will be presented for consideration during the MTR.
Output 3.3:	I3.3.1. Set of recommendations prepared for subnational implementation of REDD+ national strategy							



Subnational REDD+ implementation strategy prepared and fed into the REDD+ national strategy development process	Baseline: There is currently no strategy for the implementation of the national REDD strategy							
	T3.3.1. Target recommendations for private and community potential subnational REDD+ stakeholders	Workshop report	December 2016	UNEP	Report	As provided in the workshop budget	National REDD+ strategy unavailable on time	Pending: Implementation was put on hold pending outcome of MTR, in line with the emerging issues under the FCPF component
	I3.3.2. Subnational strategy for the implementation of REDD+ national strategy produced and validated Baseline: There is currently no strategy for the implementation of the national REDD+ strategy							
	T3.3.2. Timely production of the subnational strategy for the implementation of the national REDD+ strategy	Draft subnational strategy	September 2016	UNEP	Reports	n.a	National REDD+ strategy unavailable on time	Pending: Implementation was put on hold pending outcome of MTR, in line with the emerging issues under the FCPF component

