

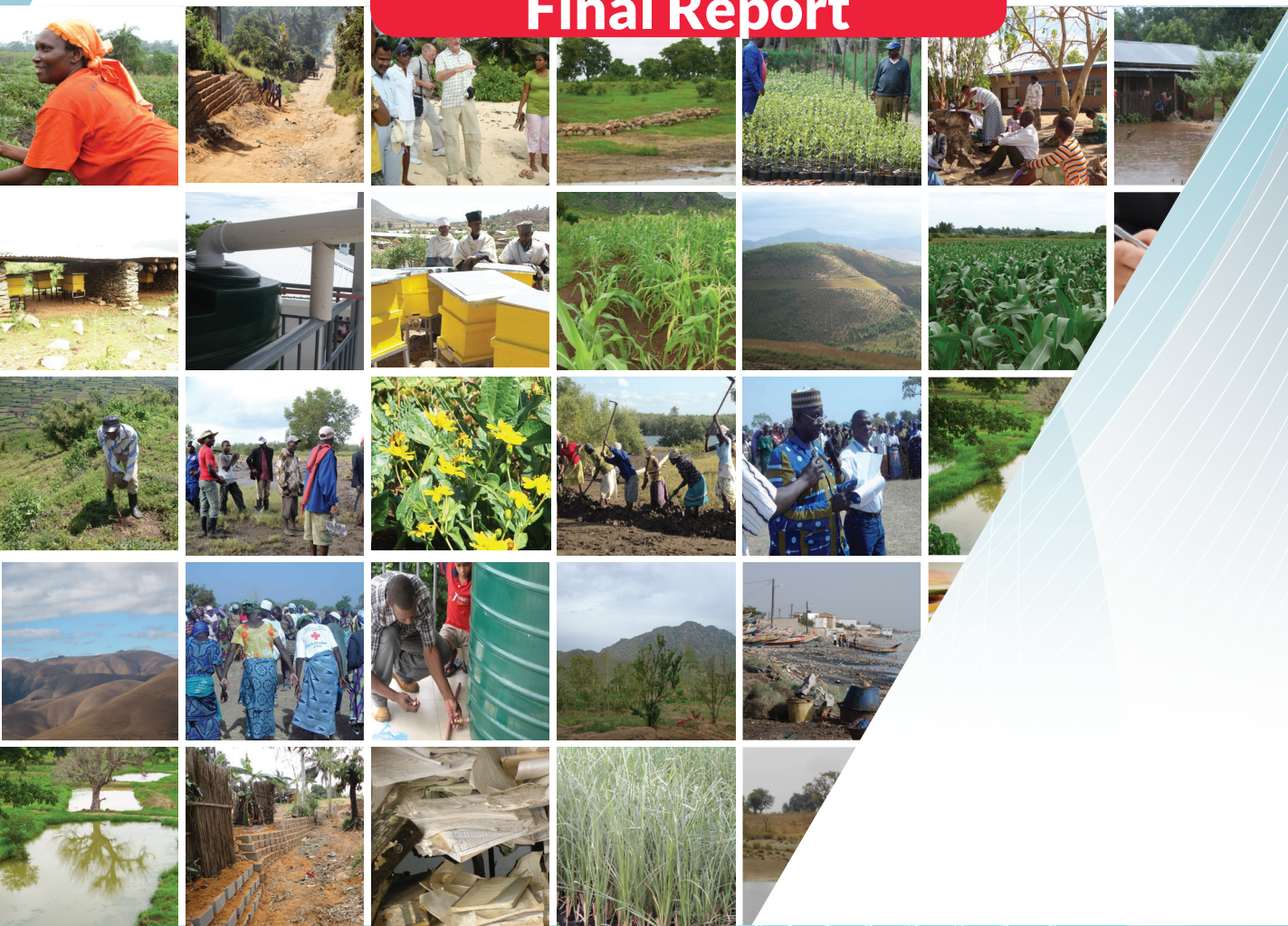


**CCDARE**  
Climate Change Adaptation  
& Development Initiative



# TERMINAL EVALUATION

## Final Report



By Juliane Zeidler (PhD) with Justine Braby (PhD)

Evaluation Office

April 2013



# CC-DARE – Climate Change and Development – Adapting by Reducing Vulnerability

UNEP Programme ID: CP/4040 -08 – 06, CPL 2585

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# LIST OF ACRONYMS

|          |   |
|----------|---|
| AMU      | Arba Minch University   |
| APCCC    | African Partnership on Climate Change Coalition                       |
| ATD      | Animateurs De Territoire (Adapting by Reducing)                       |
| BSP      | Bali Strategic Plan   |
| CCA      | Climate Change Adaptation   |
| CC-DARE  | Climate Change and Development Adapting by Reducing Vulnerability     |
| CCR      | Climate Change Risk   |
| CDS-ZC   | Development of Coastal Zones - Institute                              |
| CESD     | Climate and Environmental Services Division                           |
| CURE     | Coordination Union for the Rehabilitation of the Environment          |
| COP      | Conference of the Parties   |
| CSO      | Civil Society Organisation  |
| DANIDA   | Danish International Development Agency                               |
| DEEC     | Direction de l'Environnement et des Etablissements Classés            |
| DEPI     | Division for Environment and Policy Implementation                    |
| DSA      | Daily Subsistence Allowance   |
| DSIP     | Development Strategy and Investment Plan                              |
| DTIE     | Division of Technology, Industry and Economics                        |
| EAD      | Environmental Affairs Department                                      |
| EO       | Evaluation Office   |
| EOU      | Evaluation and Oversight Unit   |
| EPA      | Environmental Protection Agency                                       |
| EPA      | Ethiopian Environmental Protection Authority                          |
| EPMS     | Environmental Protection and Management Services                      |
| EWNHS    | Ethiopian Wildlife and Natural History Society                        |
| FMO      | Funds Management Officer  |
| FRIM     | Forestry Research Institute of Malawi                                 |
| GEF      | Global Environment Facility   |
| GRN      | Government  |
| HS       | Highly Satisfactory   |
| HU       | Highly Unsatisfactory   |
| INAM     | Instituto Nacional de Meteorologia (Meteorology Institute)            |
| ISD-TM   | Institute for Biodiversity Conservation                               |
| IUCN     | International Union for the Conservation of Nature                    |
| LDC      | Least Developed Countries   |
| LSP      | Land Suitability Plan   |
| Logframe | Logical Framework   |
| M&E      | Monitoring & Evaluation   |
| MAAIF    | Ministry of Agriculture, Animal, Industry and Fisheries               |
| MECCM    | Ministry of Environment, Climate Change, Conservation and Meteorology |
| MICOA    | Ministry of Coordination of Environmental Affairs                     |
| MINIRENA | Ministry of Natural Resources   |
| MLG      | Ministry of Local Government  |
| MLRGD    | Ministry of Local Government and Rural Development                    |

|         |   |
|---------|---|
| MoARD   | The Ministry of Agriculture and Rural Development               |
| MoU     | Memorandum of Understanding                                     |
| MP      | Member of Parliament  |
| MS      | Moderately Satisfactory   |
| MSC     | Most Significant Change   |
| MSc     | Master of Science degree  |
| MTS     | Medium Term Strategy  |
| MU      | Moderately Unsatisfactory                                       |
| NAPA    | National Adaptation Plans of Action                             |
| NARL    | National Agricultural Research Laboratories                     |
| NARO    | National Agricultural Research Organisation                     |
| NAWDPC  | National Acute Water Diarrhoea Prevention and Control           |
| NBDF    | Nile Basin Discourse Forum                                      |
| NCST    | National Commission for Science and Technology                  |
| NGO     | Non- governmental Organisation                                  |
| NSCT    | National Specialised Commissioning Team                         |
| OVI     | Outputs/Outcomes Verification Inspection                        |
| PIR     | Progress Implementation Review                                  |
| POW     | Programme of Work   |
| PIMS    | Programme Information Management System                         |
| PSC     | Programme for South-South Cooperation                           |
| RCU     | Regional Coordinating Unit                                      |
| REMA    | Rwanda Environment Management Authority                         |
| RENGOF  | Rwanda Environment Non-Governmental Organizations Forum         |
| ROA     | Regional Office for Africa                                      |
| ROTI    | Review of Outcomes to Impacts                                   |
| RWH     | Rainwater Harvesting  |
| S       | Satisfactory  |
| SIF     | Seychelles Islands Foundation                                   |
| SMART   | Supporting Modernization, Accelerated Reform and Transformation |
| SoRPARI | Somali Pastoral and Agro-pastoral Research Institute            |
| SPA     | Strategic Priority on Adaptation                                |
| SSA     | Special Service Agreement                                       |
| SURF    | Sub-Regional Resource Facility                                  |
| TBD     | To be determined  |
| TE      | Terminal Evaluation   |
| TOC     | Theory of change  |
| TOR     | Terms of References   |
| ToT     | Training of Trainers  |
| U       | Unsatisfactory  |
| UCC     | Uniform Code Council  |
| UDC     | UNEP DHI Centre for Water and Environment                       |
| UEM     | Eduardo Mondlane University                                     |



|                |  |
|----------------|--|
| UN             | United Nations   |
| UNDP           | United Nations Development Programme                             |
| UNDP COs       | United Nations Development Programme's Conditions of Service     |
| UNEP           | United Nations Environment Programme                             |
| UNEP Risoe/URC | UNEP Risoe Centre on Energy, Climate and Sustainable Development |
| UNFCCC         | United Nations Framework Convention on Climate Change            |
| UNON           | United Nations Office at Nairobi                                 |
| UOG            | University of Gondar   |
| USD            | United States Dollar   |
| WWF            | World Wildlife Fund for Nature                                   |

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## 1. PROJECT IDENTIFICATION TABLE

**Table 1:** Project Summary

| <b>Title of subprogramme</b>        | <b>Climate Change</b>   |
|-------------------------------------|---|
| Project Title:                      | Climate Change and Development – Adapting by Reducing Vulnerability(CC DARE)                    |
| Project Number:                     | CP/4040 -08 – 06, CPL 2585  |
| Geographical Scope:                 | Countries in sub-Saharan Africa   |
| Participating Countries:            | Benin, Ghana, Malawi, Mozambique, Rwanda, Senegal, Seychelles, Tanzania, Togo, Uganda, Ethiopia |
| Executing Agency:                   | UNEP, UNDP  |
| Project Cost                        | US\$9,961,000   |
| Planned Duration:                   | 36 months   |
| Actual Duration                     | 52 months   |
| Project partners:                   | UNEP Risoe, DRC, DTIE, DEPI   |
| Actual start date                   | March 2008  |
| No. of revisions                    | TWO   |
| Date of last Revision               | December 2011   |
| Intended completion date            | January 2011  |
| Actual or Expected completion date: | June 2012   |
| Date of Financial closure           | November 2012   |
| Disbursement as of 30 June 2012     | US\$7,741,138   |
| Date of Completion                  | 30 June 2012  |





# 1. EXECUTIVE SUMMARY

## A. Introduction

1. The Climate Change and Development: Adapting by Reducing Vulnerability (CC DARE) Programme was a joint programme implemented by UNEP, UNDP with support from the UNEP Risoe Centre on Energy, Climate and Sustainable Development, UNEP Collaborating Centre on Water and Environment and national, regional and international institutions. Initially, it was supposed to run for 36 months, from March 2008 to February 2011. However, due to an initially slow start, the programme was extended by 52 months to end in June 2013.
2. The programme based on the premise that there is a growing recognition of the need for pragmatic advice on how best to mainstream climate change risks into development decision-making, where many competing concerns need to be integrated. Developing countries are increasingly aware of the importance of thinking more critically about climate change risks and impact, but they often remain uncertain about what specifically this means in terms of current development approaches and procedures. At this stage of identifying likely climate change problems and opportunities it is productive to provide developing countries targeted, flexible, and rapid assistance when a specific need for knowledge arises or advice on integrating climate change risks into development is requested. This will hasten the integration of climate risks into policy or programme design, helping ensure that development proceeds along paths that are less at risk from climate change and that development efforts serve to reduce, rather than increase, vulnerability to climate change. As a joint initiative of UNEP and UNDP, CC DARE aimed at becoming a practical example of UN system cooperation on a critical development issue.
3. The DANIDA review, which took place in 2009, reported that the programme was experiencing management problems, and recommended various management re-shufflings, suggesting that outcomes and outputs would not be achieved at the current rate. The Management Team was relocated to UNEP Headquarters in Nairobi specifically to the UNEP Regional Office for Africa (ROA), and by the time the Output Verification Inspection (OVI) review was conducted, the programme had rapidly mobilized and was on track to seeing its outcomes come to fruition within its expected timeline.

## B. Evaluation findings and conclusions

4. The overall objective of the terminal objectives was to assess the programme performance, but more importantly to thread out valuable lessons learnt.
5. The programme's objectives and implementation have remained within the context it intended to address. The programme's aim was to help countries to remove barriers and create opportunities toward the mainstreaming of climate change risk into national development planning and decision making frameworks.
6. Malawi, Mozambique, Rwanda, Uganda, Tanzania, Ghana, Benin, Togo, Senegal, Ethiopia and Seychelles are parties to the United Nations Framework Convention on Climate Change (UNFCCC) and were the implementing countries to the CC DARE programme.
7. The evaluation of **effectiveness** was based on the extent to which the objective was achieved. Overall, the objective and its outcomes, including the outputs were achieved, but some to a lesser extent than others. Intermediate state/outcomes, *technical tools and best practices for mainstreaming, sector-specific support to adaptation and capacity building for integrating climate change issues into development planning, and Regional Knowledge Management and sharing* were supposed to work towards *Generating knowledge and lessons learnt incorporated into national and regional climate change strategies*. Although the latter had some shortcomings, they, in collaboration, worked towards the resulting impacts, which were to reduce country climate vulnerability, innovation and application of cost-effective adaptation measures, and knowledgeable climate change adaptation community of practice throughout Sub-Saharan Africa that supports climate smart decision-making.
8. The CC DARE programme was generally **relevant** to UNEP's programmatic objectives on mainstreaming climate change adaptation, although this was not done the extent it could have been done at national level. The high interest for and dynamics put in place by the programme seem to confirm the project relevance at national level. There was a definite need and priority, as expressed by all pilot countries, for the development of flexible demand-led adaptations initiatives – especially at local level where people depend on the land for their livelihoods.

9. Once the management issues, which had a negative impact on programme **efficiency**, was dealt with half-way through the programme, the efficiency was very good. Management response, especially, was highly efficient and was also instrumental to the timely achievement of individual project results.
10. The achievement of outputs and activities were seen within the systems approach of the Review of Outcomes to Impact Analysis (ROtI) and Theory of Change (TOC), with the intermediate state/outcomes, their respective drivers that thrust the intermediate outcomes to impacts as well as the underlying assumptions. In the case of CC DARE there were three impacts defined, namely (a) reduced country vulnerability, (b) innovation and application of cost-effective climate change adaptation and mitigation measures, and (c) knowledgeable climate change adaptation community of practice through Sub-Saharan Africa that supports climate smart decision-making. Despite a few issues, in terms of the bigger picture of the TOC, the overall incomes from the outcomes and the intermediate states were achieved.
11. The CC DARE programme had three components, each of them with an outcome and three individual outputs per outcome. These outputs were assessed separately. Generally, for Outcome 1: Knowledge, skills and partnerships that support systematic mainstreaming of climate change risks are developed or strengthened, the outcome was not generally mainstreamed at a national level. Several tools were developed, but these were often more targeted at sectoral level. The tools included education materials (mostly for curricula), awareness materials, handbooks, and research studies. Climate risk screening should have been more systematically established as a key component of any pilot interventions, as well as checking for environmental and social impacts which may even have had maladaptive side effects. The lessons learnt from the pilots were not all integrated into National Communications, mostly due to timing of interventions to national communications, but in certain cases also as pilot projects and implementers were not specifically linked to national policy processes. It should be said that from a design point, the CC DARE programme had intended such policy linkages – which were not always realized on a country level.
12. For Outcome 2: Technical and institutional capacities for identifying, prioritizing and implementing cost-effective adaptive measures for priority sectors are developed was done in a systematic and integrated manner. Various training programmes took place, and learning by doing capacity building had powerful influence on sectoral planning. Various local level implementations had knock on effects in terms of planning priority sectors and upscaling.
13. Outcome 3: Regional cooperation and knowledge sharing mechanisms on climate change adaptation area created and enhanced was done mostly through highly valued regional workshops which took place in selected pilot countries. The evaluators found that participants highly valued the sharing that took place at these workshops, and the partnerships which developed as a result. One UN country agencies were not always involved in implementation of interventions, this is seen as a shortcoming in terms of the ONE UN approach which was envisaged through the project. However, several projects were upscaled and/or replicated as a result of CC DARE leveraging, directly or indirectly.
14. The **Sustainability** of outcomes were generally seen by the evaluators as likely. The socio-political sustainability was evident throughout project implementation and from the level of engagement, ownership and uptake of communities, local and national government, and civil society practitioners. In terms of financial sustainability, the CC DARE is reported to have spurred impacts on multiple fronts, although the sustainability is dependent on the continued support by national governments and bilateral donors. The institutional framework was diverse and innovative in its approach, but generally at programmatic level did not leave much for replication. At country level, by engaging various representatives in project implementation, the programme helped to strengthen the existing institutional framework for climate change adaptation in most countries. A concern which arose with regards environmental sustainability was the lack of systematic screening of social and environmental impacts which have the potential of leading to side effects like maladaptation.
15. In terms of **Catalytic role and replication**, the programme has had a strong catalyzing effect and replication potential, but given the amount of lessons learnt and successes could have been more if more strategic about sharing these through more dissemination strategies, especially when it comes to mainstreaming into national development planning processes.
16. The **Processes affecting the attainment of project results** were defined within various different dimensions, from preparation, to management, to financial planning, country ownership, stakeholder involvement, UNEP supervision and backstopping and monitoring and evaluation.



17. When the evaluators assessed the programme's **preparation and readiness**, they found that previous reviews had claimed the programme had an extremely slow start in implementation. The reviews suggest various re-shufflings in management, which was rapidly done and increased efficiency greatly.
18. **Implementation approach and management** was good once DANIDA review recommendations were taken into account immediately. Technical support to countries was generally impeccable and was conducive to project result achievement.
19. By directly engaging stakeholders at local and national levels in the execution of the programme as well as through targeted capacity building programmes, very good **stakeholder engagement and public awareness** was executed. However, at times, dissemination could have been better, and more peer exchange among project partners, although regional workshops were highly valued by project proponents.
20. **Country ownership and driven-ness** was very high, especially since the programme responded directly to country needs. Project ownership and independence took place at the onset – this coupled with team spirit and unity among project teams was a recipe for country driven-ness.
21. **Financial planning and management** was a short-coming, with irregular and inconsistent financial reporting, too many templates and administrative issues arising from the three partner programmatic institutions made financial reporting overall a complicated undertaking.
22. **UNEP supervision and backstopping** was excellent. Detailed and clearly formulated work plans were prepared for this programme showing the inception and operational phase and timelines. Regular communications between UNEP management and the project proponents ensured progress was highly on track. The evaluators found that the UNEP support and supervision to countries was highly appreciated by the country project proponents.
23. The **Monitoring and Evaluation** of the programme was well designed generally although could have benefitted from more detail. The implementation of the M&E at country level was done very well, with ample reporting processes ensuring projects stay on track. The budgeting processes in terms of design and implementation not so good.
24. Overall rating for this programme is **satisfactory**.

### C. Lessons Learnt

25. A number of valuable lessons have already been captured in various reporting procedures, most notably the *Lessons learnt for adaptation in Sub-Saharan Africa* which captured dense and diverse variety of lessons. The TE concurs with these lessons and in the hope of avoiding duplication, lays out a small number of lessons below which should have high relevance to future projects within the bounds of UNEP conduct.

#### **Lesson 1: Strong coordination at country level enhances ownership, opens channels to future collaboration and knowledge sharing**

In countries with strong coordination creates a sense of team spirit, with partners sharing ideas and knowledge, sharing and commenting on each others' progress and results, creating opportunities for future collaborations and generating a good peer exchange. Coordinators, who were effective, brought people and minds together. Integration of pilot project results into national policy processes is strengthened through a strong coordination mechanism, as well.

#### **Lesson 2: Learning by doing capacity building results in ownership and impact**

The projects which focused their adaptation capacity building on learning by doing and demonstration approaches, often through involving staff and practitioners in direct implementation (e.g. extension staff, district council staff), the increased capacity was translated into day-to-day work with a strong sense of ownership.

#### **Lesson 3: Channeling funding directly to implementers is more cost effective and results in low input high impact**

The flexible and direct funding approach, cutting out the middle man, was highly effective in producing high impacts and project ownership, as well as sustainability.

**Lesson 4: Strong technical support increases quality of projects**

Where technical support was strongest, projects highly valued and benefitted from it. Certain projects, with lower TA, tended to perform weaker in terms of technical soundness, and certain interventions may render themselves as maladaptive in the longterm.

**Lesson 5: Watch out for maladaptive practices!**

There is sometimes a fine line between adaptation and maladaptation. Environmental and social screening and be a pertinent part of the process in project planning. Climate risk and relevance should be further screening – and learning – components.

**Lesson 6: Over-reporting wastes time - which could be spent implementing**

Simplifying the reporting procedures can free up time spent on implementing, and can reduce delays in funding disbursements – this could lead to “under-reporting”. Therefore, a middle ground needs to be found between over reporting and good accountability and M&E.

**Lesson 7: Flexibility and adaptiveness in design of project can save a project**

Flexibility and adaptiveness can ensure that progress can be vastly improved quickly if need be.

**Lesson 8: Clear communication between Programme Management, Project Proponents and Project Beneficiaries is key to avoid raised expectations**

Clear and transparent communication about funding channels and availability are key to creating strong working relationships and avoiding raised expectations resulting in disappointment, loss of hope and mistrust, especially when human livelihoods are at stake.

**Lesson 9: Policy can be influenced through local level demonstrations – and not necessarily through national level work!**

It usually is very fashionable to design projects that “work at the levels that matter” i.e. in the Ministries’ of Planning or Finance on leveraging and mainstreaming climate change action. This programme demonstrates that indeed small practical interventions can have a major convening power and make significant policy contributions in a country.

**D. Recommendations**

26. Because the project has ended and this is the terminal evaluation, the following recommendations look head post-project period, although the recommendations can also be seen in the light of a possible “second-phase” approach.
27. **Ensuring catalytic funding and replication** will be based on strategic approaches by UNEP Management and Project Proponents toward wide and target-based dissemination of lessons learnt at project level, success stories and channels of upscale or replications.  
**Who will do this?** Interested project proponents, with technical support from UNEP Management during closure of programme.
28. **Creating a peer learning platform** potentially including a database of tools for project proponents to continue sharing and exchanging lessons, as well as new stakeholders to access. This would need a more systematic strategy, and already the UNEP Programme Manager of CC DARE is spearheading a new initiative on the African Adaptation Knowledge Network, as building on the initial desire to build a platform entitled “Climate Action Learning Network” [www.aaknet.org](http://www.aaknet.org) which was born from CC DARE. To ensure there is no duplication AAKNet convened a meeting in February 2013 bringing together ALM, CDKN, AfricaAdapt, and others to foster collaboration and avoid duplication. This resulted in a decision adopting AAKNet as the continental knowledge network which is intended to be the last stop shop for adaptation knowledge. A review of other platforms such as is necessary to find a niche and address critical gaps so as to not just share knowledge but more importantly impact on how and where it is used. And initial such review has already been undertaken, see <http://climate-l.iisd.org/news/aaknet-adopted-as-african-adaptation-network/>. This review could be build upon, as appropriate.  
**Who will do this?** Ongoing under AAKNet. Impact M&E should be ongoing. If a further review would be needed, a possible suggestion could be as part of a post-graduate study at one of the partner country universities with technical support on a more ad hoc manner from UNEP Management.
29. **Policy message leverage to UNEP mandate:** UNEP needs to leverage a policy message out of the more practical



implementation which was pitched at a level not usual for UNEP. A strong message should be strategically worded to channel funding to the impact-oriented actions; the message could read “Small grants in reaction to demand, channelled directly to implementing agents at grass-roots, can go a long way to leveraging powerful adaptation action. The need arises to disperse funds simply to local action level.” Policy linkages are made in terms of the exposure to demonstrative actions.

**Who will do this?** UNEP, as part of their business line, but also to pitch to policy at national level, or as a stand alone process using let over funds at project end to filter into the NAP processes in countries in support of the NAP developments.

30. **Clearer focus on climate change risks;** this was a very important element which was not strongly implemented in the programme – instead adaptation projects were implemented, not always with a strong link to associated risks. Linking climate evidence for adaptation, learning processes could produce useful capacity building outcomes for future interventions.
31. **Communicate Outcomes at Policy Level,** as the evaluators found, the outcomes of such innovative and action-oriented projects were not well communicated at policy level nationally, a major short-coming of this programme. A recommendation is to better synthesise the lessons learnt at project level to better inform policy processes and planning at national level.  
**Who will do this?** UNEP could lobby for the remaining funds to be used to conduct an assessment per country to channel lessons learnt into the mainstream policy (with UNDP perhaps in alignment with NAP and UNDAF procedures).
32. The evaluators highly **recommend a second phase of CC DARE,** given the immense potential and need for upscaling and replication in most of the 11 partners countries, as well as the result basis of their project implementations – through the leveraging of similar funding and improving on project design based on the evaluation overall and more specifically the lessons learned.  
**Who will do this?** UNEP can keep its structure and leverage for more funding under its work programme, with the support from all 11 partner countries (with possible extension into other countries).



## 2. EVALUATION BACKGROUND

### A. Context

33. UNEP and UNDP, as implementing agencies of GEF, had supported several pilot adaptation projects funded by GEF that demonstrated how climate change risks can be integrated in specific sectoral activities. As a foundation for expanding their activities the two agencies established, at COP-12 in Nairobi, a Partnership on Climate Change with the aim of broadening cooperation in supporting countries to achieve sustainable development in the face of a changing climate. The Partnership focused on sub-Saharan Africa with the intention to demonstrate a model that could be expanded to all Least Developed Countries (LDCs) as implementation experience is built up and additional funds become available. It is against this backdrop that the Climate Change and Development Programme - Adapting by Reducing Vulnerability (CC DARE) - jointly implemented by UNEP and UNDP, with funding from the Danish Ministry of Foreign Affairs was designed to fast track decision-making processes for the implementation of national adaptation priorities. The programme is also to complement and strengthen ongoing adaptation planning and risk management activities on national priorities.
34. While the global political process has been slow in making meaningful progress within the climate change arena over the years, it is clear that the success in tackling climate change can only be achieved through a broader agreement on the response combined with forward-looking policies and bold concrete actions.
35. Sub-Saharan Africa, and the 11 country partners of the CC DARE, has been clearly identified to be at the frontline of the most vulnerable regions which require urgent assistance in addressing climate change challenges in terms of sufficiently funded adaptation programmes and projects at multiple scales and time frames. The successful implementation of any programme requires that every option towards a solution needs to be explored, especially if it offers multiple opportunities and provides cost-effectiveness. Using flexible and targeted approaches would help identify the types of actions that need to be implemented. This was envisaged by CC DARE to be the first step towards ensuring timely and realistic adaptation across Sub-Saharan Africa.
36. While funding may be readily available for adaptation in climate vulnerable countries, channelling funding to demand-led impact-oriented projects is often difficult and rarely direct. The premise of the CC DARE approach was that requests and identified needs were assessed, decided upon quickly and transparently, and support provided directly to implementing NGOs and other partners in a timely manner. The programme envisaged to be demand-led and flexible in nature, with funding going to an initial focused set of activities and then be expanded over time as experience was gained. In this way implementation capacity was envisaged to be built gradually on the basis of testing and refining procedures in an adaptive manner.
37. Using adequate funds for targeted short-term activities, the CC DARE programme aimed to support countries in Sub-Saharan Africa and small island state(s) in Africa to integrate climate change adaptation into their national development planning and decision-making processes.

### B. The Project: CC Dare

#### *Overview*

38. The CC DARE programme ([www.ccdare.org](http://www.ccdare.org)) was incepted in 2008 with the intention to provide fast-track support to country adaptation action to climate vulnerable pilot countries in Africa. UNEP, in collaboration with UNDP, UNEP Risoe Centre on Energy, Climate and Sustainable Development (URC) and UNEP-DHI Centre for Water and Environment (UDC), solicited funding from DANIDA for the establishment and operations of such a county support action.
39. In terms of approach the CC DARE programme aimed to be:
  - **Demand-driven and targeted:** the identification of potential activities under the CC DARE programme has been based entirely on the needs and priorities as identified by partner countries through a multi-stakeholder process.



- **Rapid:** Project approval was designed to allow start of implementation from approximately 9 weeks after the deadline for initial project submission to the CC-DARE programme manager.
  - **Flexible:** Timely technical assistance by UNEP, UNDP, URC and UDC, in close cooperation with national, regional and international experts, has been provided on request, throughout the project cycle – from project design to implementation and evaluation.
40. Initially, four countries (tentatively selected at the time as Burkina Faso, Senegal, Tanzania, Uganda, based on criteria outlined in the project document) to pilot interventions, with the aim of gradually expanding to cover all sub-Saharan African countries. During initial programme implementation, Burkina Faso was overcommitted to other programmes and thus did not participate. In total, and within the financial limits over the programme lifespan, eleven country partners ended up participating in the CC DARE programme, namely Benin, Ethiopia, Ghana, Malawi, Mozambique, Rwanda, Senegal, Seychelles, Tanzania, Togo, and Uganda. Aside national level climate change adaptation management support, suits of national priority pilot projects were flexibly supported through the CC DARE financing and technical support component.
41. The CC-DARE programme closed down its main operations in 2012, and is currently being finalised with some extended project wrap-up activities under way at UNEP as well as in the respective pilot countries.

**Rationale**

42. Developing countries particularly are vulnerable to the serious challenges posed by climate change to social and economic development. The need for climate change adaptation has become a key priority in most least-developed countries as climate change is starting to threaten serious livelihood dependencies on issues like food security. Countries have already begun to explore how existing initiatives can be used to mainstream adaptation into their national development planning processes. UNEP and UNDP are in a good position to support developing countries in their adaptation efforts, and both agencies have already spearheaded efforts through a significant number of pilot adaptation projects by the GEF and national governments that are demonstrating how climate change risks can be integrated in specific sectoral activities. Often, though, many adaptation projects lag in time and the urgency and flexibility of funding is not always channelled effectively. The CC Dare programme, jointly implemented by UNEP and UNDP using funds provided by DANIDA, had the aim of providing quick, targeted and flexible technical and financial assistance to countries to respond to nationally defined needs and priorities for climate change adaptation.

**Component Objectives and Milestones in Design**

43. The overall project objective was to “improve the ability of countries to remove barriers and create opportunities for integrating climate change adaptation into their national development agendas”. Because the project was designed to be flexible and adaptive, as well as demand led, no activities were detailed in the project document and as such there were no milestones or activity indicators in the design.

**Table 2: Outline of the three project components and their respective objectives of the CC Dare programme**

| Components  | Component Objectives   |
|---|--|
| 1. Capacity building for integrating climate change issues into development planning  | To enhance knowledge, skills and partnerships that support the systematic mainstreaming of climate change adaptations  |
| 2. Sector-specific technical and institutional support on climate change adaptation   | To build stronger technical and institutional capacities in development countries for identifying, prioritizing and implementing cost effective measures that are consistent with national development goals |
| 3. Regional cooperation and knowledge sharing mechanisms on climate change adaptation | To create/enhance regional cooperation and knowledge sharing mechanisms on climate change adaptation   |

**Intervention areas and target groups**

44. The programme was conducted in eleven African countries in which main target groups were *decision-makers and policy-makers, government and NGO technocrats, District Level Planners and vulnerable communities*

(*project beneficiaries*). Intervention areas were sector-targeted and demand-led as per country – with alignments specifically to the respective countries’ National Adaptation Plans of Action (NAPAs).

45. While the intervention areas focused on small-scale, demand led projects; these were aimed at demonstrating interventions towards the wider applications and adoption of climate change interventions at country and regional level – and recognition at policy level toward climate smart decision-making.

### **Implementation and Completion**

46. CC-Dare worked directly with national institutions and UN Country Teams to provide support for integrating climate change into national processes and helped pave the way for the design and implementation of larger programs/projects. Since its inception in April 2008, the eleven country partners named above participated in the CC DARE programme. Aside national level climate change adaptation management support, suits of national priority pilot projects were flexibly supported through the CC-DARE financing and technical support component.
47. In 2009, DANIDA commissioned a programme assessment, and in February 2011, UNEP undertook an Outputs/ Outcomes Verification Inspection (OVI) in addition to regularly ongoing M&E accompanying the programme implementation process. In December 2012 a quality assurance/project management review took place (QAS).
48. The CC-DARE programme closed down its main operations in June 2012 and this is the terminal evaluation of the project.

### **Implementation arrangements and main partners**

49. The main management of the CC Dare was structured with a formal project coordinator initially based in UNEP DTIE in Paris. However, based on suggestions of the first review in September 2009, the coordinator was moved to join the project team in Nairobi in January 2010. The project was then implemented through the CC Dare team which consisted of programme staff in UNEP DTIE and UNEP’s Division of Environmental Policy and Implementation (DEPI), UNDP’s Bureau of Development Policy, UNEP Risoe Centre (URC) and UNEP Collaborating Centre on Water and Environment (UCC). The financial administration of the project was conducted by UNEP in consultation with UNDP and UNEP Risoe Centre on Energy, Climate and Development (URC).
50. In-kind technical support was provided by relevant staff in UNEP Headquarters and its Regional Office for Africa. In UNDP, The Regional Service Centres such as SURFs and UNDP-GEF RCUs, and UNDP country offices as well as UNDP Headquarters were to be involved as far as possible. URC was responsible for contracting of consultants and institutions; UCC provided one professional staff to the CC Dare project.
51. Initial focus areas for CC Dare activities were identified with assigned lead organisations. URC was assigned the responsibility for capacity building, general awareness, training and education while UNDP was responsible for human health, national planning and monitoring processes. UCC was responsible for water resources – in addition to UCC, DEPI and UNDP who were also responsible for sanitation. DEPI were also responsible for biodiversity and ecosystems while infrastructure, energy and transportation was the responsibility of URC and DTIE. URC, DEPI and DTIE were jointly responsible for forestry and agriculture.
52. The programme also worked directly with national, regional and international institutions and UN Country Teams that provided technical support for integrating climate change into national processes.

### **Financing arrangements**

53. The total budget for the project was US\$2,000,000 from UNEP, UNDP, URC and UCC as in kind contributions, and 2% of total direct costs of US\$7,792,500, contributed in cash (US\$168,300 shared between UNEP (US\$151,500) and UNDP (US\$16,800)).
54. The project went through several revisions, two of which included financial revisions, including re-shuffling of funding between the institutions after the DANIDA review, and a budget revision after OVI to allocate more funding to projects once the project management structure was simplified. They were aimed to enable the project to be captured in the PIMS – but this did not affect the total budget of the project. These were no-cost revisions, which did not affect project funds available. The total expenditure was US\$7,741,138 inclusive of overhead costs which was set at 2.2%.



**Table 3: Estimated project costs per expenditure category**

| Component                                      | Amount (US\$) | %   |
|--|---------------|-----|
| Cost of Environment Fund                       | 0             | 0   |
| Earmarked contributions                        | 7,961,000     | 80  |
| Total direct cost of project                   | 7,792,500     | 78  |
| 2% of direct cost (programme support)          | 168,300       | 2   |
| NEP Portion (programme support)                | 151,500       | n/a |
| UNDP Portion (programme support)               | 16,800        | n/a |
| UNEP, UNDP, URC, and UCC in-kind contributions | 2,000,000     | 20  |
| Total cost of project                          | 9,961,000     | 100 |

**Modifications to the design before or after implementation**

55. An output/outcomes verification inspection (OVI) of the CC Dare initiated by the CC Dare Management Team was completed in February 2011. The consultants of this review reported that both the concept and approach adopted for the CC Dare project was highly appropriate and consistent with the objectives and interventions the project set out to achieve. According to this report, despite the slow start in the project implementation occasioned by inadequate preparation and readiness, the outputs and outcomes from CC Dare adaptation activities at country level are of high quality and already yielding useful results. The project results were already generating significant interest and expectations among development partners, particularly in view of their innovative nature – small in scale, largely dependent on locally available human and technical resources and involving local communities in the implementation – with potential for replication and up-scaling.
56. The review also identified some risks to achievement of the project objectives, which were three fold and included:
  - i. Lack of connectivity between CC Dare projects within the respective countries and between countries;
  - ii. Lack of coordination of CC Dare activities with other on-going climate change adaptation projects in the country;
  - iii. Lack of a clear mechanism for linking the outcomes and experiences from CC Dare adaptation activities with the upstream climate change adaptation media.
57. A DANIDA review of October 2009 also recommended, among other things, streamlining of the structure of the CC Dare Management Unit, and the mode of its operations for more efficient delivery of technical assistance to target countries, with the relocation of the CC Dare Management Team to Nairobi UNEP Headquarters.
58. Project implementation procedures were modified as per suggestions of the mid-term reviews, e.g. by January 2010, the Management Team had moved from Paris to Nairobi.

**C. Evaluation Objectives, scope and methodology**

**Evaluation Purpose**

59. An independent terminal project evaluation is an integral part of UNEP’s M&E approach. In December 2012, UNEP commissioned a team of two consultants to undertake the Terminal Evaluation (TE) of the CC Dare. It is set to have two objectives:
  - i. To provide evidence of results to meet the accountability requirements; and
  - ii. To promote learning, feedback, and knowledge sharing through the results and lessons learned among UNEP, governments, international and national executing agencies.

**The Theory of Change (TOC) Approach**

60. The TOC was initially generated for the inception reporting process by the consultants to guide the evaluation. It is clear that the project team may have had different intentions during program implementation.

61. An impact – results chain approach is applied for each of the three programme components (Annex 2 and Figure 1). Additionally an indicator framework for the different hierarchical levels of the logical framework relating impacts with outputs and objectives has been drafted based on the project documentation (Annex 2, and Figure 2).

### *Evaluation criteria and key questions*

62. In line with the TORs the evaluation criteria assessed four specific performance areas:
- i. **Attainment of objectives and planned results**, which comprised the assessment of outputs achieved, relevance, effectiveness and the review of outcomes towards impacts;
  - ii. **Sustainability and catalytic role**, which focused on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes, and also assessed efforts and achievements in terms of replication and up-scaling of project lessons and good practices;
  - iii. **Process affecting attainment of project results**, which covered project preparation and readiness, implementation approach and management, stakeholder participation and public awareness, country ownership/drivenness, project finance, UNEP supervision and backstopping, and project monitoring and evaluation systems; and
  - iv. **Complementarity with the UNEP strategies and programmes**
63. The UNEP criteria for design quality, as set out in detail in the Terms of Reference (ToR) (Annex 9).

### *Evaluation rating*

64. Evaluation ratings were applied as per standard UNEP Assessment guidelines as outlined in detail in the ToR (Annex 9). The evaluation will provide individual ratings for the evaluation criteria described in the ToR. Most criteria will be rated on a six point scale described in detail in the ToR. Sustainability is rated from Highly Likely (HL) to Highly Unlikely (HU) – as outlined in the ToR. According to the UNEP Office of Evaluation, all the dimensions of sustainability are critical; this means that the overall rating for sustainability must not be higher than the lowest rating of the individual sustainability dimensions.

### *Evaluation Timeframe*

65. The evaluation took place between December 2012 and April 2013, and included the organisation of six country visits, UNEP headquarters consultations and country visits taking place during January and February 2013. The detailed evaluation timeframe is given in Annex 10.

### *Data collection and analysis of instruments used and countries visited*

66. To ensure that the two evaluation objectives were adequately addressed, it was proposed that the evaluation approach embrace the following key elements: *Participation – documentation - lessons learned – future outlook – stakeholder dialogue*.
67. **Participation:** The evaluation was designed to have a strong element of participation of project stakeholders not only to gather relevant information, but to engage the players in a learning process. A suite of stakeholder consultations at UNEP and in six CC-DARE partner countries took place, as well as telephonic/skype or written consultations are foreseen with a wide range of project partners.
68. **Documentation:** A short documentation of key achievements organised by the output, outcome and impact level are given, as well as an overall assessment of relevance, effectiveness, efficiency, impact and sustainability of the overall intervention (see TOR). Whilst some emphasis were necessarily placed on more “mundane” documentation of deliverables, a strong reflection of outcome and impact level of the programme was placed, in a TOC context.
69. **Lessons learned:** Focus is on identifying lessons learned, including on identifying the most significant changes (MSC)<sup>1</sup> that the programme achieved to get a good assessment of outcome and impact level achievements.

<sup>1</sup> A pragmatically modified application of the “Most Significant Change” approach, a participatory M&E methodology, will be applied.





70. **Future outlook:** Based on the lessons learned, and on the most significant change that would move the project interventions further into the future, this entails recommendations for the current project partners to bring forward follow-up on the project gains in their own future work contexts (sustainability) as well as priorities for a potential follow-on support interventions to be identified.
71. **Stakeholder dialogue:** An important element is to establish a dialogue about the lessons learned from the project implementation phase.
72. Several methods were used:
  - **Review** of the main CC-DARE reports, project planning and progress reports, the OVI assessment of 2011 and numerous others (see Annex 2).
  - **Country visits and pilot projects.** The Evaluation Team was composed of two international consultants who worked with the country focal points and pilot project leaders (consultants) on this evaluation in six countries, i.e. Ethiopia, Malawi, Mozambique, Rwanda, Seychelles, Togo (see Annex 2 for list of country contacts). UNDP COs were consulted.
  - **Questionnaire was designed** and sent to countries not visited (i.e. Benin, Ghana, Senegal, Tanzania, Uganda), and sent to countries visited as a supplement to the country visits (Questionnaire attached as Annex 9).
  - **Skype/telephonic interviews** with UNDP and UNEP Risoe.

**Table 4: Evaluation interview method and level of response per (per project) country partner for the CC DARE Terminal Evaluation**

| Country    | Interview methods                                       | Comments  |
|------------|---|---|
| Malawi     | <i>In country visit by Support Consultant</i>           | -   |
| Mozambique | <i>In country visit by Lead Consultant</i>              | -   |
| Rwanda     | <i>In country visit by Support Consultant</i>           | -   |
| Uganda     | <i>Questionnaire and email contact, follow up calls</i> | <i>All three projects responded through questionnaire</i>   |
| Tanzania   | <i>Questionnaire and email contact, follow up calls</i> | <i>Two responses of three</i>   |
| Ethiopia   | <i>In country visit by Support Consultant</i>           | <i>Three projects were absent at evaluation workshop held, no response on questionnaire follow up</i> |
| Seychelles | <i>In country visit by Lead Consultant</i>              | -   |
| Benin      | <i>Questionnaire and email contact, follow up calls</i> | <i>One response of two</i>  |
| Ghana      | <i>Questionnaire and email contact, follow up calls</i> | <i>All three responded</i>  |
| Togo       | <i>In country visit by Lead Consultant</i>              | -   |
| Senegal    | <i>Questionnaire and email contact, follow up calls</i> | <i>One response of two</i>  |

**Table 5: Elaborated project component framework underlying the Theory of Change, including means of verification (in red components added during the project evaluation to the project framework, and were not part of the initial project design)**

|                             | <b>Component 1</b>  | <b>Indicator</b>  | <b>Means of verification</b>  |
|-----------------------------|---|---|---|
| <b>Component Objectives</b> | <i>To enhance knowledge, skills and partnerships that support the systematic mainstreaming of climate change adaptations.</i>   |   |   |
| <b>Indirect Impact</b>      | 1. <i>Reduced country climate vulnerability</i>   | 1. <i>Budgetary allocations required to mitigate climate related disasters in partner countries</i>   | 1. <i>Budget reviews</i>  |
| <b>Outcome</b>              | 1. Knowledge, skills and partnerships that support the systematic mainstreaming of climate change risks are developed or strengthened   | 1. <i>Evidence and quality of level of mainstreaming of CCA in national development plans</i>   | 1. <i>Review of national development plans</i>  |
| <b>Use of Output</b>        |   |   |   |
| <b>Outputs</b>              | <p>Guidance materials for mainstreaming climate change risk management into national development policies are developed and their application piloted</p> <ul style="list-style-type: none"> <li>○ Tools for screening climate change risks associated with national policies and programmes are developed</li> <li>○ Technical support for screening and revising national programmes to reduce risks is provided               <ul style="list-style-type: none"> <li>a.</li> </ul> </li> <li>○ National Communications in pilot country integrates adaptation guidance provided through the programme</li> </ul> | <p>1. Methodological guidelines, handbooks, case studies, instruction manuals, training course materials, information and awareness materials, and reference resources are available in hard copy and on the web</p> <p>2. Extent and frequency of use of materials/ tools by stakeholders and partners</p> <p>3. Feedback on usefulness/ effectiveness of technical support in enhancing climate change awareness among multi target groups</p> <p>4. Extent of use of guidance from National Communications and NAPAs and number of partnerships developed in project execution</p> | <p>1. Examination of project web site(s)</p> <p>2. Interviews with project partners</p> <p>3. Interviews of stakeholders and national experts involved in project activities</p> <p>4. Interviews of stakeholders and national experts involved in project activities</p> |
|                             | <b>Component 2</b>  | <b>Indicator</b>  | <b>Means of verification</b>  |
| <b>Component Objectives</b> | <i>To build stronger technical and institutional capacities in developing countries for identifying, prioritizing and implementing cost effective measures that are consistent with national development goals.</i>   |   |   |
| <b>Indirect Impact</b>      | 2. <i>Innovation and application of cost effective CC adaptation and mitigation measures</i>  | 2. <i>Level of adaptation / climate risk preparedness investments in partner countries</i>  | 2. <i>Cost/investment analyses</i>  |
| <b>Outcome</b>              | 2. Technical and institutional capacities for identifying, prioritizing and implementing cost-effective adaptive measures for priority sectors are developed  | 2. <i>Number and quality of CC expertise in pilot country</i>   | 2. <i>Capacity assessment and self evaluation</i>   |
| <b>Use of Output</b>        |   |   |   |



|                                    |  |  |   |
|------------------------------------|--|--|---|
| <p><b>Outputs</b></p>              | <ul style="list-style-type: none"> <li>○ Training programmes for local institutions and CSOs on costing of adaptation options are designed and conducted and policy makers trained</li> <li>○ National development or sectoral plans and programmes in the pilot countries incorporate climate risk management strategies, policies and measures</li> <li>○ National policy makers incorporate climate change considerations in general and sectoral planning efforts</li> </ul> | <p>1. Number of training programmes/ courses organized and conducted (national, regional and local); number of participants in workshops; degree of direct application of skills</p> <p>2. Extent to which adaptive capacity development (awareness, training and seminars) at technical and high policy levels are undertaken</p> <p>3. Level of cooperation between line ministries in achieving CC-DARE objective</p>                         | <p>1. Project files; workshop reports; interviews of participants</p> <p>2. Interviews of stakeholders and national experts involved in project activities; assessment of in-country capacity for replicating “good practices” in risk-based approaches to climate change adaptation</p> <p>3. Interviews with government and other officials</p> |
|                                    | <p><b>Component 3</b></p>  | <p><b>Indicator</b></p>  | <p><b>Means of verification</b></p>   |
| <p><b>Component Objectives</b></p> | <p><i>To create/enhance regional cooperation and knowledge sharing mechanisms on climate change adaptation.</i></p>  |  |   |
| <p><b>Indirect Impact</b></p>      | <p><i>3. Knowledgeable CC/CCA community of practice throughout Africa that supports climate smart decision-making</i></p>  | <p><i>3. Level of knowledge on CC(A) innovations and lessons learnt in own country and from countries within the region</i></p>  | <p><i>3. Survey</i></p>   |
| <p><b>Outcome</b></p>              | <p>3. Regional cooperation and knowledge sharing mechanisms on climate change adaptation are created or enhanced</p>   | <p><i>3a. Level of awareness on created mechanisms</i><br/><i>3b. Level of content absorption</i></p>  | <p><i>3. User survey</i></p>  |
| <p><b>Use of Output</b></p>        |  |  |   |
| <p><b>Outputs</b></p>              | <ul style="list-style-type: none"> <li>○ Best practice” case studies to support implementation of climate change mainstreaming needs are compiled and disseminated</li> <li>○ Bi-annual meetings (virtual or face-to face) of regional institutions and “one UN” country agencies involved in the development and piloting of mainstreaming activities</li> <li>○ New climate change adaptation activities are leveraged by CC-DARE either directly or indirectly</li> </ul>     | <p>1. Number of case studies for which information on mainstreaming is exchanged through regional cooperation</p> <p>2. Number and frequency of regional workshops on climate proofing; promotion of climate risk-based approach in “one UN” workshops that are convened to address climate, development and related issues</p> <p>3. Number of additional climate change adaptation projects or activities leveraged as a result of CC-DARE</p> | <p>1. Project documentation</p> <p>2. Project documentation; surveys of national and bilateral/multilateral donor agencies about usefulness of meetings</p> <p>3. Surveys of national and bilateral/multilateral donor agencies</p>   |

## Limits to the evaluation

### (a) Data Availability and Collection

73. Generally, the in-country consultations were an extremely valuable component of the terminal evaluation, and feedback was very comprehensive. One small draw back was that not all stakeholders were always available in-country in the short time frames including UNDP, and given the time span of the project ending to terminal evaluation, some stakeholders did not prioritise the evaluation *per se*. Mostly, interviews were limited to “impact” assessment i.e. interviews with project partners, and some beneficiaries. However, it must be noted that, despite the unavailability of some of the partners, in-country visits and interviews formed the most detailed component of the assessment.
74. The documentation for the project design was relatively sparse, as it remained at an output and outcome level with few specific indicators – especially outcome and impact indicators formulated at project onset and during implementation.
75. Some project proponents did not respond in answering the questionnaires and could not be further located for a response. As a result background documentation (status updates, country and project reports) were used to identify the results, significant changes and lessons learnt without project proponent communication.

### (b) Budget limitations

76. The consultants noted that the budgets for country-visit evaluations were mostly not available in country, and thus had to be taken from UNEP contingency budgets. This limitation further limited site visits in some countries. In the Project Document budget, USD50,000 was set aside (under miscellaneous) for evaluations. No detail was given as to how this money should be allocated to what evaluation. In addition, coordination and evaluation budgets were not clearly defined in the budgets for countries (for programmatic evaluations). It is possible that delays or inflation may have had an effect on individual project evaluation budgets. However, this does not negate the reality that terminal evaluations form an integral part of any programme, and the lack of funding to do quality in-country assessments have implications on the overall project evaluation process.



## 3. PROJECT PERFORMANCE AND IMPACT

### A. Attainment of objectives and planned results

#### Relevance of programme

77. The CC DARE programme on climate change adaptation was relevant to UNEP's programmatic objectives on mainstreaming climate change adaptation. The programme was directly in line within UNEP's mission of *providing leadership and encouraging partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations*. As for UNDP mandates, with strong capacity building and practical implementation approaches – and aimed to deliver towards the MDGs, including, *inter alia*, poverty alleviation and gender equality – both in the design phase and the implementation of the programme. The programme also set out towards the ONE UN approach, bringing together UNEP and UNDP to work in synergy and symbiotically – with the ONE UN approach aimed at working together to deliver and fast track the MDGs.
78. The high interest for and dynamics put in place by the project seem to confirm the project relevance at national, regional and global level in the area of climate change adaptation.
79. There was a definite need and priority, as expressed by all pilot countries, for the development of flexible demand led adaptation initiatives and mainstreaming, but especially at local level where people depend on the land for their livelihoods.
80. The consistency with international goals and main global institutions' mandates, policies and strategies is evident. The alignment with country NAPAs was prominent in some countries, and less so in others. Most respondents, i.e. in Togo, Mozambique, Seychelles, but also in other countries, did not remember that project proposals had to be specifically aligned with NAPAs and that a selection criterion was in fact based on such linkages. As such they did not recognise specifically how the results of their own projects were linked to national policy outcomes at the end of the project. This could very well have been an issue as many interviewed project staff did not fully recall the details of the proposals at the time of the interviews. It is clear that project outcomes were not necessarily seen to address national policy priorities. The CC DARE programme staff highlighted throughout their work and also at the time of the terminal evaluation, that the policy linkages, i.e. with NAPAs, were a top priority. It is recognised that working with less “traditional” (not necessarily routinely involved as key national NAPA players) country partners in pilot project implementation may have caused a disconnect. The recommendations to this evaluation report picked this point up, suggesting a short exercise for countries to analyse where their projects fit within the larger national policy framework.
81. Although UNEP mandates are generally targeted more at policy level, the CC DARE approach was a novel one with regards to practical implementation – although, this could be very much labelled a policy approach in terms of advising policy based on lessons learnt from CC DARE. Although these policy lessons may not yet have been fully articulated, the recommendation part below indicates that with some additionally available funds this could be a very useful and “low-hanging” fruit activity to commission still to more fully “warp-up” this innovative pilot and learning project.
82. The overall rating on relevance is **highly satisfactory**.

#### Effectiveness of project

83. As previously discussed, the project sought to achieve three outcomes (9 outputs), these three outcomes are supposed to lead the project towards one higher-level result which the ProDoc presents are the project's principal objective.
84. The evaluation of effectiveness is based on the extent to which the objective was achieved, and is embedded in the TOC developed for the project.



CC DARE Project Objective: *To improve the ability for countries to remove barriers and create opportunities for integrating climate change adaptation into their national development agendas.*

85. Overall the CC DARE has achieved its objective, based on the logframe indicators per output, which are described as achievement per outputs further on. At country level the achievements differ slightly and some may have experienced greater success in this objective than others.
86. The effectiveness of mainstreaming lessons learnt and innovations into national planning did not take place systematically, especially given the major potential of the mainstreaming of these. It is recognised that the effective mainstreaming of adaptation learning depends on each country context and may not be easily influenced by a relatively short-term intervention such as the CC DARE programme. Lessons learnt from this intervention may still emerge beyond the programme timeframe and period and be absorbed in the future.
87. Enhancing capacities at technical and institutional level was probably the most effective part of the CC DARE programme in terms of achieving the overall objective – the many learning by doing demonstrations, exposure to demonstrations by politicians and high-level officials, and the capacity building programmes at all levels was highly effective in many countries participating in CC DARE.
88. Regional sharing and knowledge sharing mechanisms were mainly based on the highly valued regional workshops which took place throughout the implementation of the CC DARE (Annex 6).
89. A number of factors contributed to the successful achievement of the objective, namely the partnerships created amongst governments, ministries, education institutions and NGOs, the level of ownership and dedication of project partners toward the individual projects pulling into a larger margin the buy-in at political level by demonstrating innovations.
90. The overall rating on effectiveness is **satisfactory**.

### **Efficiency of project**

91. The project's planned duration was 36 months and in fact the project took 52 months to complete. It underwent two revisions, the last one dating December 2011, with the project completed in November 2012.
92. The project, adaptive in its design, was meant to be flexible. Activities were not outlined in the Project Document, and instead were taken up in a demand-led manner at country level through proposals ranked by country coordinators and then selected based on criteria developed in the Project Document. Although efficiency may have been hampered with by the initial project implementation challenges outlined in the DANIDA review, implementation efficiency was enhanced radically as a result of mobilising on the recommendations from the said review.
93. Management response at UNEP was highly efficient and was instrumental towards timely achievements at project level. Time efficiency may have been slightly hampered by over-reporting processes, and projects had to often report twice or three times on the same issues because each partner institution had separate templates for projects to fill in. The over-reporting as a result delayed processes. In the same vein, however, disbursement of funds was immediate once funding was approved and reports handed in. Workshops with project proponents on how to conduct the reporting also guided the proponents in this process – although quite a number of proponents felt that the level of reporting was too high.
94. The cost efficiency was good with small funds being disbursed directly to the implementing project proponents, which resulted in small cost – big impact, supported by the high level of ownership. The cost-efficient measures adopted resulted in the successful completion of the project within the budget. One important aspect to note, though, is that follow-on funding was incepted through a second phase for a few countries, but then some countries (e.g. Rwanda) did not receive further funding although their projects were in full alignment toward further funding in Phase 2. According to the FMO, approximately USD 266,199 was remaining at project closure, although the financial report was not finalised at the time of the interview. Recommendations are given on facets where value added contributions could be made if the remaining funds are spent strategically.
95. The overall rating for Efficiency is **highly satisfactory**.

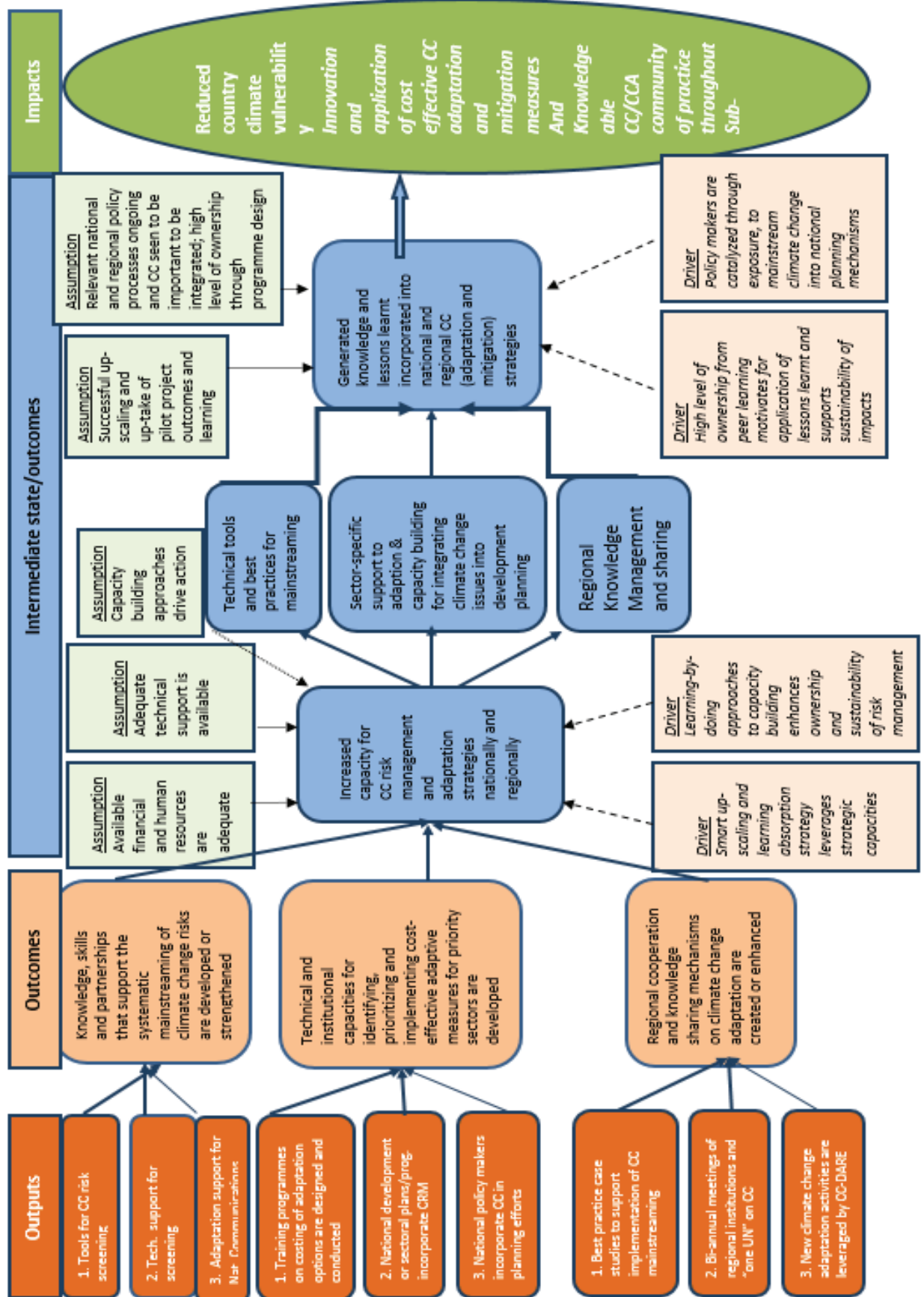


## B. Achievement of outputs and activities

96. In particular, the achievement of outputs and activities should be seen within the systems approach of the ROTI and Theory of Change (TOC), with the intermediate state/outcomes, their respective drivers that thrust the intermediate outcomes to impact(s) as well as underlying assumptions. A detailed framework is provided below in Figure 1. Progress made towards achievement of project impacts is examined using a Review to Outcomes to Impacts (ROTI) analysis (Annex 2), which is described in the TORs in Annex 9. The exercise identifies what are termed “intermediate states”, which are the transitional conditions between the project’s immediate outcomes and the intended impacts and which are necessary conditions for the achievement of the intended impacts. It should then theoretically be possible to determine the Impact Drivers (significant factors that if present are expected to contribute to the realization of the intended impacts and can be influenced by the project and its partners), as well as the Assumptions (significant factors that if present are expected to contribute to the realization of the intended impacts but are largely beyond the control of the project). Based upon this analysis it should be possible to recognize if a project has produced sufficient changes and to identify the intermediate states, that is, whether what the project has put in place will have a lasting impact.
97. In the case of the CC DARE programme there were three impacts defined, namely (a) Reduced country vulnerability, (b) Innovation and application of cost-effective climate change adaptation and mitigation measures, and (c) Knowledgeable climate change adaptation community of practice throughout Sub-Saharan Africa that supports climate smart decision-making. Within the framework underlying the TOC (Table 7 above) additions were made during the terminal evaluation process. Ideally, the TOC should have been envisaged in the planning to better guide the entire process, and not placed in during evaluation as an after-thought – although this was not part of the planning process at the time of project design as this was the first UNEP adaptation programme at the time for the region.
98. In terms of the ROTI analysis and TOC, the programme’s objectives and implementation have remained very relevant in the context of issues it intended to address. “Increased capacity for climate risk management and adaptation strategies nationally and regionally” as the first intermediate state was generally well done through action by all outputs in unity, although the main driver for this process was through the *learning by doing approaches to capacity building which enhances ownership* under the assumptions that *available financial resources and human resources are adequate and adequate technical support is available*.
99. Through the innovative and demand-led project interventions at country level, whether through sector-specific support to adaptation and capacity building for integrating climate change issues into development planning (many indirectly through technical tools developed or exposure to innovative practices), the intermediate state towards the impacts of the TOC “Generated knowledge and lessons learnt incorporated into national and regional climate change strategies” through drivers *High level of ownership from peer learning motivates for application of lessons learnt and supports the sustainability of impacts and policy-makers are catalyzed through exposure (to innovative practices/demonstration activities)*. Despite the high level of innovation weakness the lessons learnt versus the uptake was not fully comparable, at least not at this stage. Despite the high level of innovation this intermediate state was not fully accomplished. At least at the stage of programme evaluation, it is clear that the manifold lessons learnt from the pilots and the overall programme were not systematically taken up by policy-makers. It is recognised that this is very difficult to measure, but targeted support interventions could still be developed as follow-up to amplify the success of this intermediate state and the overall outcome.
100. This is partially an implementation problem in terms, mainly, of national coordination issues that resulted in the design ideals not always coming to fruition in the implementation. As ONE UN approach was considered in the design, implementation could have been coordinated at country level by UNDP CO coordination, flowing into a stream of ongoing implementation along with UNDAF frameworks, which may have helped policy processes and uptakes. A matter of time scales of policy processes could also have contributed to not allowing for full uptake of the lessons learnt. The evaluators understand the high costs associated with the pathway of using the UNDP COs as coordinators, as was outlined in the Management Review, and especially considering passing the funds directly to implementers which was highly effective – but this may have then been appropriate to initially budget for. However, in countries with good coordination, the uptakes were much better – which may be a model to replicate.
101. The intermediate state of “Technical tools and best practices for mainstreaming”, to this effect, did contribute in quantity and quality to the generation of knowledge and lessons learnt for incorporation into national regional strategies. However, dissemination of such lesson could have been better strategized.

102. Despite the considerations given above, if the bigger picture of the TOC is taken into context, the overall impacts from the outcomes and intermediate states were achieved. The achievement of individual outputs are detailed after the TOC framework below.

Figure 1: Overall Theory of Change Analysis and Results to Impact Analysis





## Achievement of outputs

103. The CC Dare project has three components, each of them with an expected outcome (See Table 6). Each outcome had three associated outputs. These outputs are assessed separately per outcome, each output had one or more indicators to measure, these are assessed separately in Annex 7, and output achievements and activities are elaborated below. It must be noted that all components and their relative outputs were implemented in a manner in which their achievements are cross-cutting and overlapping. The detailed assessments below therefore may have cross-cutting emphasis into other outputs and outcomes.
104. At the onset, and in terms of the budget and overall achievement, it is remarkable how many innovative mechanisms were put in place at project level in eleven countries. The programme, in terms of practical implementation achieved great success.
105. **Outcome 1: Knowledge, skills and partnerships that support systematic mainstreaming of climate change risks are developed or strengthened**
- Output 1.1:* Tools for screening climate change risks associated with national policies and programmes are developed
  - Output 1.2:* Technical support for screening and revising national programmes to reduce risks is provided
  - Output 1.3:* National Communications in pilot country integrates adaptation guidance provided throughout programme
106. For *Output 1.1 Tools for screening climate change risks associated with national policies and programmes are developed*, Many different tools were developed during the course of the CC Dare Programme, although this was done at sectoral level, and not at policy level. Although, the development of the National Acute Water Diarrhoea Prevention Strategy in Ethiopia mainstreamed elements of climate change; Watershed Committees, through their best practice management in areas in Ethiopia, got recognition from high-level government and their activities were mainstreamed into other watersheds; good practices through buffer zones to hydropower station in Ethiopia was also replicated by government in other hydropower stations; high level support and buy in by Government and Parliament on the National Climate Change Adaptation Strategy in Ghana was strong. However, systematic mainstreaming was not done at a systematic level. Detailed examples of tools produced as per education materials, instruction manuals, awareness materials, and so forth, are presented in detail in Annex 7.
107. Most of these tools are available through internet searches or on the CC DARE website, but are not necessarily easily accessible or easy to find.
108. What is more accessible are the lessons learned and experiences compiled in succinct ways by CC DARE on various programmes and best practices (through the CC DARE website under publications). The CC DARE website does not lend itself to accessing specific documents per project – this could have been done in a more user-friendly manner (perhaps through an information portal – something that could also still be elaborated on – already an information portal has been developed, [www.aaknet.org](http://www.aaknet.org)).
109. In addition, limited budgets or the results of under-budgeting often resulted in the limited printing and dissemination of materials, e.g. the Atlas in Mozambique where only 50 copies were printed, or in Malawi where more toolkits could have been printed and disseminated.
110. The extent and frequency of use by multiple stakeholders and practitioners remains questionable though and a wider evaluation would need to be done at project level on the long-term usage – some materials could have been widely disseminated and popularised but dissemination strategies were not always strong or lacking entirely in some instances; e.g. under budgeting of the Rainfall Atlas project led to only 50 hardcopies being printed. Another issue to be raised concerns the countries with weak coordination and little in-country peer exchange, like, for instance, in Rwanda, where coordinating mechanisms or partner projects had not even been aware of the existence of various materials.
111. For *Output 1.2. Technical support for screening and revising national programmes to reduce risks is provided*, the technical support varied from country to country and generally technical support was highly valued in the process of enhancing climate change awareness; many country projects greatly appreciated the direct technical



advice and support by the UNEP Management Team (Bubu Jallow and Richard Munang) on creating awareness and dissemination (and general support), but some countries relayed that they would have appreciated more contact and input – and there was no real overall screening through technical support. Notably, individual projects, e.g. the coastal zone management initiative in the Seychelles, particularly included technical assistance into their project design and commissioned an international consultant for their training workshop – which was strongly supported by CC DARE, in line with the programme’s overall technical assistance rational. In other countries, such as in Mozambique, most project interventions solicited technical advice from either within or outside country experts in their fields – partially supported from the project funds.

112. It was found by the evaluation team that climate risk screening should be more systematically established as a key component of any pilot interventions – as well as checking for possible environmental and social impacts which may even have maladaptive side effects. This is a critical point and from the country interviews it emerged that amongst peers there sometimes were reservations about the suitability of certain support pilot projects. It may be a possibility to design all pilot projects as “learning” interventions, and project outputs should reflect this – so that project proponents and beneficiaries can honestly see which adaptation interventions are positive and which may have negative effects too. This point is further discussed in terms of environmental sustainability.
113. For Output 1.3. National Communications in pilot country integrates adaptation guidance provided throughout programme, the extent and use of guidance was different from country to country, although apparently the criteria for selecting projects to be funded included alignment with NC and more specifically the NAPAs. Various countries had priorities aligned with their NAPAs, e.g. Rwanda, Ghana, Malawi, Togo. Country coordinating institutions were involved strongly in ranking the projects and as such projects were identified based on country priorities and needs. However, project outcomes and lessons to policy level (be it NCs, or other) was not fully communicated. It is clear that official CC and CCA related policy processes may not confer with the timing of the CC Dare pilot interventions and policy absorption could therefore not always be readily seen. For example, the 2<sup>nd</sup> and 3<sup>rd</sup> National Communications to the UNFCCC (SNC and TNC) or even national policy formulation were not always taking part in the timeframe of the projects and it would be important to find ways to communicate relevant outcomes still now – beyond the CC Dare project time horizon. A recommendation in this regard is included in the recommendations.
114. The individual rating given towards the Achievement of Outcome 1, seen in the context of the resulting impacts envisaged in the TOC, is given as **satisfactory**.
115. **Outcome 2: Technical and institutional capacities for identifying, prioritising and implementing cost-effective adaptive measures for priority sectors are developed**
- a. *Output 2.1.:* Training programmes for local institutions and CSOs on costing of adaptation options are designed and conducted and policy makers trained
  - b. *Output 2.2.:* National development or sectoral plans and programmes in the pilot countries incorporate climate risk management strategies, policies and measures
  - c. *Output 2.3.:* National policy makers incorporate climate change considerations in general and sectoral planning efforts
116. Output 2.1. Training programmes for local institutions and CSOs on costing of adaptation options are designed and conducted and policy makers trained was closely related to the level of commitment from policy-makers, ministries and government in general to mainstream climate change (through their strategies, implementation, apportionment of budgets, etc.). Various training programmes were conducted at policy-level, technocrat-level and local-level which were aimed to mainstream climate change risk management into decision-making processes in many countries. Other mechanisms, such as impact-oriented local-level interventions which filtered into high level decision-making and buy-in or development of manuals and methodologies, also contributed to mainstreaming. For instance, Instruction manuals, done at project/sectoral level, included a bee hive manual in Ethiopia; a manual developed for identification of species, invasive magnitudes and methods of elimination – including income generating activities in Jijiga Zone in Ethiopia; Farmers manuals on region specific risks and coping mechanisms in Ethiopia; four training modules on climate change at local level – documentation of indigenous knowledge in Chikhwawa District in Malawi; manuals/toolkits to aid in training communities on climate change adaptation in Malawi; the development of the invasive species manual in Ethiopia was very useful to decision-makers on rangeland uses and income generation; integration of climate change into Masters level agriculture curriculum was well communicated and as a result owned by government in Malawi; inviting





the Chikhwawa representing Member of Parliament to a community project connected community issues and climate change to both parties and caused a break-through in decision-making; district staff trained in Karonga, Malawi, with level of turn over moved over to another district and took what she had learned with her and instituted climate change programmes in the other district; climate change integrated into Karonga District in Malawi in district contingency plan; Natural Resource Management committees strengthened towards climate smart decision-making in Blantyre District Malawi; integration of climate change into science policy in Malawi as a step towards more climate change integration into National Planning; Land Suitability Plan implementation in Rwanda - the involvement and partnering of three ministries has had all sorts of buy in and uptake, for instance the commitment of 25m USD into the full implementation of the LSP, as well as the institution of a unit in the region on land use and management, among more; integration of climate risk management into national planning in Senegal; RWH high demonstration effect causing ripples and spurred sectoral policy elements in Seychelles (through directives on RWH infrastructure in all new school buildings; workshop held in Seychelles for technical staff in government towards coastal erosion capacity building toward decision-making; various workshops to strengthen capacity in Togo in civil society and NGO; mainstreaming climate change in the Agriculture Development Plan in Uganda was done through training government officials (80 from national, 250 local levels) and developing guidelines to mainstream climate change adaptation in agriculture sector policies, plans and programmes; participatory approaches like in Uganda, where district officials were involved in the activities caused the mainstreaming of measures into district work plans.

117. For Output 2.2. National development or sectoral plans and programmes in the pilot countries incorporate climate risk management strategies, policies and measures and Output 2.3. National policy makers incorporate climate change considerations in general and sectoral planning efforts, much integration into and development of climate change strategies has been conducted (as per above, and Annex 7). The above (paragraph 117) integrates the three outputs as they overlap highly across each other. It must be noted however, that despite the level of lessons learnt, not much uptake was done at national policy level, most of this was done at sectoral level, based on the ample examples given above. It was also noted that communication between policy and ground level was not always as it could have been.
118. The level of cooperation among ministries both through coordinating, coming together in workshops, as well as directly implementing or partnering in the implementation, or in capacity building programmes and exposure to activities was heightened in most countries of CC DARE.
119. Also in terms of uptake, and use of tools and screening as outlined in *Output 1.1.*, a few examples illustrating the extent of the use of tools and materials include: Masters level curriculum first round of students starting 2013 in Malawi; 2014 Mozambique, use of curriculum and materials in high schools in Benin; RWH competitions and awareness raising in Seychelles gained much momentum and had knock-on effects even up to policy level; invasive alien species manual in Jigiga Zone, Ethiopia has had wide use and application into other zones of Ethiopia; through the ToTs in Chikhwawa District in Malawi wide use of toolkits on training communities by extension staff; wide use of climate risk and vulnerability studies for Govuro District Mozambique for risk assessment and response planning; etc.
120. The individual rating for Outcome 2, given in the context of the resulting impacts of the TOC, is given as **highly satisfactory**.
121. **Outcome 3: Regional cooperation and knowledge sharing mechanisms on climate change adaptation are created and enhanced**
- a. *Output 3.1.:* Best practice case studies to support implementation of climate change mainstreaming needs are compiled and disseminated
  - b. *Output 3.2.:* Bi-annual meetings (virtual or face to face) of regional institutions and “one UN” country agencies involved in the development and piloting of mainstreaming activities
  - c. *Output 3.3.:* New climate change adaptation activities are leveraged by CC DARE either directly or indirectly
122. For Output 3.1. Best practice case studies to support implementation of climate change mainstreaming needs are compiled and disseminated, there were a few shortcomings in terms of the dissemination and mainstreaming of best practice studies into a larger climate arena. There was highly value put on regional cooperation through the regional workshops by project proponents, which the evaluators also see as having been cost efficient ways to generate quality sharing experiences (Annex 6). However, generally regional knowledge and management

sharing was, according to the interviews, not facilitated through an active ongoing platform. Many good results were shared in regional and international conferences but it is not clear how much mainstreaming occurred regionally or elsewhere as a result. The development of the lessons learnt in adaptation in Sub-Saharan Africa was helpful but the dissemination of this beyond direct programme partners remains unclear. No impact analysis of this type of publication was undertaken. It should be said that a limited budget was available for this specific output, and that the undertaken activities were largely within the scope of the programme.

123. For *Output 3.2. Bi-annual meetings (virtual or face to face) of regional institutions and “one UN” country agencies involved in the development and piloting of mainstreaming activities*, various regional workshops (including a wide consultation and One UN approach during inception) were conducted over the life span of the programme which included all the partners, project proponents as well as project beneficiaries in many cases (such as Seychelles, Ethiopia, etc.).
124. The number of partnerships developed participation at regional sharing workshops. In countries which were well coordinated, such as in Ethiopia and Malawi, various partnerships between project beneficiaries developed throughout project executions (mainly through bringing projects together to present results and process to each other – where projects found synergies); and between countries through sharing workshops. However, in some cases, where coordination was not strong or non-existent, very little sharing was done, or partnerships created. However, through project implementation, collaborations between NGO and government was very good in many countries and partnerships between NGOs and ministries or local governments seemed to have grown; joint implementation by ministries through partnerships on projects in e.g. Togo and Rwanda caused good cooperation and good foundation for further collaborations.
125. For *Output 3.3. New climate change adaptation activities are leveraged by CC DARE either directly or indirectly*, In various country cases, the CC DARE interventions created a knock on effect, wider application, new initiatives leveraged or taken up at government level or alternative funding sourced to upscale activities, such as in Rwanda, where the government dedicated 25m USD to the Land Suitability Plan and the establishment of the Water and Land Management Unit; demonstration of RWH in schools in Seychelles was taken up on policy level by government directive that all new schools should incorporate RWH infrastructure; interventions in Karonga District managed to attract more funding towards the replication in the Salima District in Malawi; the Rainfall Atlas project in Mozambique catalytic and strategic funding leveraged from Denmark which allowed the hiring of an international consultant to “improve data”.
126. The individual rating given towards the Achievement of Outcome 1, seen in the context of the resulting impacts envisaged in the TOC, is given as **satisfactory**.
127. The **overall rating** on delivery of activities and outputs as a whole is **satisfactory**.

## C. Sustainability of project outcomes

### 3.C.1.1 Socio-political sustainability

128. The socio-political sustainability was evident throughout the project implementation and from the level of engagement, ownership and uptake by communities, local and national government, and civil society practitioners. Because the projects were demand-led and chosen by countries through the proposal ranking approach the level of ownership was very evident.
129. During country visits by the TE team, it was clear, that even after years in some countries since projects ended, there was still considerable interest and enthusiasm and immense passion on the projects implemented – with many still running and having been upscaled to other regions based on leveraging more funding through donors, or in most cases, directly from local or national government budgets.
130. Where sustainability was not strong, or where country projects were not necessarily aligned with NAPAs, it was evident that synergies existed between this and the lack or weak coordination in country. This was made evident in the mid-term review or OVI in which recommendations were made to improve coordination. Ethiopia was used as a case study and the result was astounding in terms of partnerships, peer learning, alignments with priorities and the like.



131. Socio-political sustainability is rated as **likely**.

### 3.C.1.2 Financial Resources

132. The project intervention was meant to demonstrate, through piloting innovative interventions, projects for upscaling and mainstreaming by governments. As a result Financial Resource mechanisms were not put in place to ensure financial sustainability *per se*. This may have been more promising had the ONE UN approach been designed to use existing UN structures in country, such as UNDP COs, in terms of aligning to UNDAF frameworks to ensure larger funding schemes in the new financing arena (with large scale funding now coming through from GEF LDCF, Adaptation Fund, and so on). Programme staff highlighted that in UNEP's view this was a fast track programme, which tried to reduce bureaucratic hurdles to ensure effective programme delivery at beneficiary level.
133. The momentum from the demonstrations has leveraged financial resources in many ways through demonstrations, from national governments, local governments and through resources to NGOs from donors. Interviews with stakeholders of the beneficiary countries revealed that the programme has largely influenced ongoing and planned projects and programmes.
134. According to the PIMS reporting, the CC DARE has spurred impacts on multiple fronts, including catalytic impacts like in the case with Rwanda and the investment of USD 25m into the implementation of the Land Suitability Plan by government, and the replication by two national projects by GEF and UNDP Japan (AAP). Strategic impacts at both the international and national levels (WMO for the digitalization of historic data currently vulnerable as hard copies in Mozambique, UNICEF integrating climate change into High School Curriculum in Benin), and impacts on policy processes like in the case in Seychelles where the Ministry of Education has adopted rainwater harvesting in all new schools, and in Rwanda where high risk mountain slopes were gazetted as protected areas.
135. The prospects for further financial resources, or financial sustainability, is rated as **moderately likely**, dependent on the continued support by national governments and bilateral donors for the innovative initiatives demonstrated through the programme.

### 3.C.1.3 Institutional framework

136. Existence of the appropriate institutional framework is critical for the sustainability of the project objective. The institutional framework at the programmatic level was three tier throughout, with UNEP and UNDP as implementing partners, and UNEP Risoe as supposedly technical support, although UNEP Risoe played a managerial role during the inception process while staff was being hired at UNEP to undertake management roles. This tripartite collaboration was, at request of the donor, considered as a value added towards the ONE UN programme and approach, outlined in the project document in its design. The project document outlined that CC DARE aimed to become a practical example of UN system cooperation on a critical development issues and to provide direction for and evidence of UN reform under the *One UN* banner. UNEP DHI Centre for Water and Environment was also on board as technical support. The partnership of the programmatic level institutions was novel in theory, but did not necessarily work well in practice, as explained below.
137. The institutional framework was very diverse and the approach innovative, as well as a pioneer within the arena of climate change interventions.
138. However, the lack of understanding and clarity as to who does what exactly (UNEP, UNDP and UNEP Risoe/URC) seemingly created some complicated working relationships made more difficult by different inside operations and business-as-usual. The management partnerships worked well ultimately but it was a major learning process, institutional business as usual structures lent themselves difficult to form working relationships on a project of this magnitude. The key partners involved in design and initial implementation had perspectives and outlooks on how the project was supposed to be implemented (through the UN ONE approach, set out in the lean project document, although not detailed); this was not transferred to partners implementing the programme in the long-term. Specific areas of divergence revolved around the different levels of overhead charges amongst institutions.
139. UNDP Country Offices were involved in project execution to different extent in different countries. Whereas

engagement was to some extent limited due to “cost-recovery” policies, in certain countries UNDP staff were very involved as country level partners. Some of this engagement was clearly linked to individual professionals and not to an institutional setting. Upon an interview for this evaluation, UNDP reflected on initial framework involvement of UNDP COs having a large role as coordinating institutions, but this was not adhered to as funding was channelled from the donor to UNEP directly to implementing institutions; which confused coordinating structures and lost the involvement in a few countries.

140. Country level institutional framework was generally good in terms of partnerships, but this was very much affected by the level of quality of coordination. Effective coordination, such as that in Ethiopia and Malawi, created enhanced communication among project proponents which led to sharing and advice mechanisms, decreases in duplications, and created opportunities for future collaboration.
141. Using the UNFCCC Focal Points or Environmental Ministries as entry point for project coordination in country worked in some places, but not in others. These focal points were identified due to their strategic role in country policy setting in terms of climate change, however it was found that in some countries focal points developed no ownership and did not develop a coordination role for the national pilot project activities and their outcomes (e.g. Mozambique, Rwanda). In Mozambique, for example, the focal point was mainly involved in the collection and pre-selection of possible pilot projects, some workshop activities, but otherwise was mostly not engaged and not reachable. Meanwhile Ethiopia was selected as a pilot country to further invest into the establishment of a workable coordination - which clearly had very positive effects on project performance and sustainability.
142. By engaging various representatives in the projects’ implementation, including through capacity building programmes (mostly learning-by-doing) and through exposure to good demonstration, the programme helped to strengthen the existing institutional framework for climate change adaptation in most countries. Reaching out to and engaging non-traditional climate change actors especially in “new” sectors was a key intent of the CC Dare programme – an approach that clearly made valuable contributions to building a more diverse framework.
143. The rating on the sustainability of institutional framework is **likely**.

### 3.C.1.1 Environmental Sustainability

144. The environmental sustainability of the programme is relatively clear as most projects were aligned with ecosystem-based adaptation approaches. Various projects were research-oriented and as a result new, country- or local-context information has been, first the first time, made available for decision-making on adaptation that takes into account the systems approach.
145. However, a concern is the lack of systematic screening for maladaptive processes or environmental (and social) impacts on some projects which may have been questionable in this arena. For instance, aquaculture (fish farming) in Mozambique where floods may have washed species into near-by water systems where it may have been beneficial to have done environmental risk screening, in this case implementation was done in a separate location to where vulnerabilities and feasibilities were done (of course IUCN had supported a project in the Limpopo basin – and arguable baseline study for this; but never-the-less environmental and social safeguards were not screened against). Another, smaller example, is the growing of fruit and shade trees on the rainwater harvesting projects in rural schools in the Central Rift Valley in Ethiopia – 90% of trees perished, and while fruit trees may have been effective in terms of “backyard gardening” and small scale income generation for the school; much water could have been saved and tree seedlings may have survived if indigenous acacias had been grown as shade –trees (instead of exotic species). These are small examples, but it is still important to be mindful of screening environmental considerations in the project design – of course, at a smaller level, much like the example given from Ethiopia, these are part of the lessons learnt.
146. As this is a climate change intervention a clearer focus on climate risks could have been useful. Although the association with NAPA priorities is appreciated, it is clear that further climate evidence should be used for the planning and carrying through of adaptation actions. Linking climate evidence to the adaptation learning process could produce useful capacity outcomes for the end of a project intervention. A relevant recommendation for follow-up is included in the Recommendation section.
147. Environmental sustainability is rated as **likely**.



## D. Catalytic Role and Replication

148. **Behavioural changes:** The CC DARE programme has had a catalytic effect on behavioural changes throughout Sub-Saharan Africa where on-the-ground projects have drastically changed Business as Usual Scenarios and understanding of natural resource management in the climate change arena. Communities have witnessed real impacts and benefits to their lives as a result of the climate change adaptation projects and thus have changed behavioural patterns as a result of friendly land use principles.
149. At high level policy level, policy-makers and other decision-makers have, through their exposure to the demonstration projects, had paradigm shifts to understanding small-scale solutions to larger problems and have begun to support and upscale projects through dedicated government budgets.
150. **Incentives** provided through the programme have had direct benefits to livelihoods at community level and enhanced resilience at national level.
151. **Institutional changes** as a result of the implementation of the CC DARE has been both “hard”, in terms of the institution of new units, resource centres, and so forth, as well as “soft”, in terms of getting Ministries to go beyond their mandates and partner and share with other Ministries – as well as with civil society and NGOs.
152. Institutional changes in various CC DARE countries in Sub-Saharan Africa occurred throughout implementation, as new committees were formed, old one strengthened and profiles raised, local training centres (like farmers training centres in Ethiopia) built or improved, partnerships formed through e.g. Best Practice Association through joint experimentation, also in Ethiopia, a Climate Change Research Centre established at University of Gondor in Ethiopia, watershed or natural resource and other management committees improved and managed by government (Malawi and Ethiopia), establishment of the Water and Land Management Unit in Kayabihu District in Rwanda, among others.
153. CC DARE was novel in its approach in that it brought together practitioners from different institutions, government or non-government, and created partnerships of stakeholders working toward a common goal and priority – which laid a foundation for future collaboration.
154. **Policy changes** took place in many of the CC DARE countries, either through direct interventions (e.g. Development of the National Acute Water and Diarrhoea Prevention and Control Strategy in Ethiopia, Climate Change Adaptation Strategy in Ghana, Land Suitability Plan in Rwanda, integrating climate change into the Science Policy in Malawi), or indirectly through the exposure of governments to the demonstration projects (like, for instance, in Rwanda, where the zoning of the mountain areas in Kyabihu District in the Land Suitability Plan was gazetted, or in Seychelles where a cabinet directive was passed to ensure all new schools have rainwater harvesting infrastructure).
155. CC DARE did **catalyze financing** for some of the projects to be up-scaled (e.g. in Mozambique, for the Rainfall Atlas; in Malawi, where a project was replicated in another district from new funds acquired). Some projects received enough exposure and prioritisation by government that these were subsumed into plans, e.g. district work plans and budget allocations in Uganda, a large proportion of government budget to land suitability implementation in Rwanda, municipal budget allocated to upscale nursery projects in Mozambique, municipal plans and budgets towards coast management plans in Senegal.
156. Some countries, as a result of their CC DARE actions, have been able to secure funding from Adaptation Financing, such as Benin, managed to secure USD 11.3m from the GEF LDCF fund, and Senegal managed to secure USD 8.6m from the Adaptation Fund.
157. The National Strategic Investment Plan for Agriculture in Uganda, for instance, was revised and taken on board climate change issues and has been fully taken up by government, the Ministry of Finance of Senegal integrated climate change adaptation into budgetary allocations using tools developed through CC DARE activities.
158. Throughout implementation, various practitioners and implementers became **champions of climate change interventions** in their respective countries. Especially coordinators working effectively (e.g. Malawi) would become champions and messengers of the climate change actions ongoing within the country and bringing those messages back to the high level decision-makers in government as part of report backs.
159. Through the design of demonstration projects which were strategically implemented to enhance exposure,



catalyze impacts, and pilot interventions to be upscaled, the project **promoted upscaling and replication** from the onset even though the sustainability design of this was not implicit.

160. The CC DARE included new tools such as development of manuals, guidelines, handbooks, district level plans, strategies, policy changes and development, research studies and new information, including dissemination of materials, has the potential for easy replication and upscaling – as well as sustainability of project interventions and implementation of plans.
161. The rating for catalytic role and replication is given **highly satisfactory**. However, it is noted that, based on the possibilities for replication and upscaling, the programme had an even higher catalyst and replication potential which it didn't capitalize on fully.

## E. Processes affecting attainment of project results

### *Preparation and readiness*

162. In 2011, the OVI stated that the outcome of the review of the project implementation of the six countries at the time indicated a very slow start in project implementation in the first year (2008), where UNEP Risoe/URC had to take on managerial responsibilities in the absence of capacity at UNEP and UNDP, the programme picked up in 2009 and became only fully operational in 2010. Given this scenario, progress toward the attainment of the expected outputs at the time could only be considered less than satisfactory. Although, the project gained immense momentum after the DANIDA review, effective project preparation may have reduced this slow start.
163. The OVI reflected on preparation and readiness of the project and found that the time needed to sort out most efficient and cost effective management structure of CC DARE, and the lack of clarity on the role, value addition of the UNEP RISOE (URC) in fiduciary function caused delays in meeting expected targets. These should have been covered in the project formulation phase.
164. The UNEP RISOE initially took on managerial duties while the UNEP and UNDP were hiring staff which also confused the roles and responsibilities of the three tier team. In addition, these roles were never clearly outlined in the preparation phase which additionally caused delays.
165. The preparation and readiness rating is given as **moderately satisfactory**.

### *Implementation Approach and Management*

166. The CC DARE team initially consisted of programme staff in UNEP DTIE, DEPI, UNDP's Bureau of Development Policy, UNEP Risoe/URC and UCC. Following the recommendations of the DANIDA review and subsequent Project Steering Committee discussions, revisions of the organisational structure of the CC DARE gradually took place to enhance the utilisation of the comparative strengths of each of the partner institutions in the implementation of the CC DARE programme, while also simplifying the organisational structure and establishing a transparent outline of the allocation of tasks and responsibilities for the various partner institutions.
167. The management structure was adaptive and responsive in this way and the re-shuffle helped greatly in improving management of the projects. However, as a result, the CC DARE has had to continually adapt and improvise project management and implementation structure, with associated cost implications and impacts on project outcomes. The initial PSC structure was heavy – it was restructured to reduce the number and exclude partners. The management review details this structure.
168. This said, the management of a portfolio of 48 projects in 11 countries is a challenging undertaking and overall the management, in response to the DANIDA review, was effective in delivery of the project outcomes.
169. The effectiveness and efficiency of project management was generally well received, and countries appreciated the responsiveness of the management team. Apart from the over-reporting, management was extremely efficient in administrative and technical support issues.
170. In terms of administrative issues, the over-reporting (or duplication of reporting to the three agencies) made administrative procedures for project proponents and country coordinators difficult and created a lot of delays



in the disbursement of funding, general reporting and thus implementation on the ground.

171. Slow response, sometimes from countries, also further delayed managerial responses and reporting. This is often testament to project proponents spending most of their time in the field during implementation with limited access to communication technologies.
172. Technical support to countries (and individual projects) was generally impeccable, especially once the management team relocated to UNEP Headquarters in Nairobi. However, some project proponents suggested that they could have benefitted from more technical support – and technical support levels varied from country to country.
173. Based on the initial slow start of the project, and the adaptiveness and quick response based on suggestions given in the DANIDA review, the programme managers seemed to respond quickly to reviews and address potential challenges and or risks to the achievement of the outcomes.
174. The Steering Committee met twice a year and their minutes were usually concrete and practical – the PSC was initially conducted with all the participating countries, donors and the UNEP Division Directors. It was later decided to reduce the number of members and leave the country partners out. This allowed it to be focused on programmatic aspects of the project. Project managers consider (according to the Project Management Review) the changes a positive move toward more manageable and constructive body to guide the project.
175. **Relationship with UNDP<sup>2</sup>:** given the initial difficulty of turning a UNEP concept into a UN ONE partnership between UNEP and UNDP, clearly outline in the project document and through interviews with UNDP and UNEP Risoe, UNDP was generally on board at the onset with sporadic involvement and engagement. However, the initial design using the ONE UN approach should have included UN bodies in-country to coordinate project implementation at project level, as a means to support the UN system, but also to integrate policy considerations and enhance large scale funding opportunities, with envisaged funding going directly to UNDP COs. However, DANIDA preferred to send funds via UNEP, and UNEP channelled these directly to implementers. UNDP was then not fully engaged until the DANIDA review recommended that UNEP engage UNDP more effectively in which case the UNDP Policy Advisor joined the UNEP team. As UNDP overheads were deemed expensive, and UNDP demanded a cost recovery for the service provided, UNEP decided to involve the Policy Advisor at UNEP HQ rather than going the route of directly involving UNDP Country Offices. According to the Management Review, this was seen as working quite well and not having close support from the UNDP country teams was not seen as problematic and generally UNDP country teams were invited to all (or most) activities in-country. In Malawi, the UNDP country office claimed that they had not been made aware or were fully involved in the process as they should have been, although coordinating office did engage them through invitations to their workshops and meetings. UNDP COs were generally engaged at different levels per country, usually in a more informal way, depending the human resources present and interest in the project.
176. The implementation approach and management was rated as **satisfactory** given overall achievements.

### *Stakeholder Participation and Public Awareness*

177. A set of initial “fact-finding missions”, or inception workshops, generated initial awareness and engaged a number of stakeholders. The mechanisms in which proposals were generated for demonstration activities were designed in such a way that it identified and engaged a wide net of stakeholders.
178. Regional workshops were instrumental in getting together country implementers to share; and in-country capacity building programmes and workshops cast a wide net to engage stakeholders, often in a bottom up approach.
179. Generally, public awareness activities were effective in reaching their target audiences and inducing behavioural changes. However, in some instances the degree and effectiveness of the public awareness is questionable. Based on interviews of the project proponents, many often did not know about each other’s awareness materials – this is a testament to the seemingly lacking level of peer exchange amongst some country partners. It should be noted that in some countries some excellent media activities and specific outreach activities for decision-makers were implemented – which did generate a high level of public outreach and awareness. For

<sup>2</sup> The UNDP relationship described here was taken from detailed discussions with UNEP Risoe and UNDP partners involved in the initial project planning – with the concept of the UN ONE approach, and using the existing structure of UNDP in country. In addition, the UN ONE approach was an important consideration by the donor, and set out in the project document.

example, the projects implemented in the Limpopo delta in Mozambique, where features on were reflected in the national media repeatedly (e.g. through national TV).

180. High level of ownership, based on demand-led and bottom up demonstration projects, resulted in the community engagement at the highest level in project implementation. The direct involvement of practitioners in the field was a reflection of the success of the many demonstration projects. This assessment is echoed in the Project Management Review, which states that community involvement in the project was very strong and the key to the programme's success.
181. The high level of ownership and commitment of the technical leads of the various projects were exceptional, and cannot be taken for granted. For example, in Togo, the Ministry staff got a certificate from UNDP CO to show their Minister their immense contributions. In Rwanda, ministry staff from three ministries were engaged directly and took full ownership of the activities implemented; in Malawi, the coordinator of the CC DARE programme was a government official and took immense ownership and gave incredible commitment to the programme with intentions to follow up. These are just a few example of the level of ownership in country.
182. Generally, the mission reports reported on meetings in which only core members of stakeholders were involved – although these were usually the UNFCCC focal points and country coordinating institutions, as well as project proponents.
183. The Project Management Review reported that a few country partners, e.g. Ghana, claimed that projects were primarily driven by government and thus non-government stakeholders were not fully engaged. However, based on interviews with project proponents in Ghana, one of the shortcomings was that private sector involvement was limited although ample invitations and other mechanisms were in place to engage them as primary stakeholders.
184. The rating given for stakeholder involvement and public awareness is given as **highly satisfactory**.

### *Country Ownership and Driven-ness*

185. Most of the priorities were aligned with country priorities and the design of the CC DARE programme was demand-led in nature, attempting to align as closely as possible to the National Communications and NAPAs. Given that “small grants” were directly given to country implementers based on ranking by country coordinators, the programme at that level aimed to be country driven with UNEP management purely providing support and guidance. Through this novel approach the projects were immediately owned by country/project proponents.
186. It is a general perception that country ownership and drive are essential ingredients to sustainability. The CC DARE programme recognised this and did its best to ensure the coordination of activities was in the hands of the UNFCCC focal points of relevant government ministries. Initially, this was problematic in the sense that there was no formal agreement as to what this entailed and how this was to be implemented. For example, it was expected that this responsibility would involve some monitoring activities in this field, facilitating cross-projects interaction and learning through national information meetings, etc. The programme however did not factor these activities in its work planning, neither were resources set aside for it.
187. As a recommendation from the OVI and suggestions made by country coordinators, coordination was improved through a case study of Ethiopia, which had vast levels of increased ownership. It is notable that the level of coordination was directly related to ownership.
188. Political and institutional framework has overall been very conducive to project performance.
189. The CC DARE programme had an immense catalytic effect on forming collaborations and partnerships, at NGO to government level, community to research level, and many more. It laid the foundation in many ways for the collaboration and combination of strengths toward achieving sustainable development in the climate change arena in Sub-Saharan Africa.
190. Country ownership and driven-ness, based on an overall assessment of the 11 Sub-Saharan countries participating in CC DARE is rated as **highly satisfactory**.

#### 4. Financial Planning and Management

191. The programme’s financial plan and a detailed budget (in UNEP format) were presented in the Project Document. Earmarked contributions amounting to USD 7,961,000 from DANIDA was apportioned in a 2.2% towards overheads to UNEP, UNDP and UNEP Risoe and the largest amount (USD 4,150,000) was directed to UNEP Risoe, who was responsible for disbursing funds directly to projects in country.
192. In the approved project document, the project was for USD 7,900,000 for 36 months (ending in February 2011); the no cost extension was for 52 months (until June 2013<sup>3</sup>) without any serious negative financial impacts to the project.
193. The resulting total budget for the CC DARE programme was USD 7,930,818<sup>4</sup> and disbursement was at USD 7,201,681.93. Ultimately, the project budget was reduced to USD 662, 862,000 due to exchange rate losses.
194. The level of planning, analysis and management of finances was initially reviewed through the OVI, which recorded that the mode of disbursement of funds from the donor to the implementing partners (projects) was direct and did not involve intermediaries making it highly efficient. However, the Terminal Evaluation found that a common complaint from the country projects that funding disbursements were often delayed (although some said that they were immediate, see Annex 3 for detail). Cash advances to partners could not always be made as the reports to the donors were not always immediately approved, which in turn created cash flow problems.
195. The Project Management Review suggested that because the CC DARE Management Team Unit was relatively lean, the overheads in this regard were minimal. It did, however, alert to some issues, namely (a) multiple small projects at country level (e.g. like in Ethiopia) made transaction costs high, (b) the provision of technical assistance through URC and UDC made little sense in terms of cost effectiveness, considering the many technical universities, research centres and institutions in the backyard of most CC DARE target countries, including UNDP Regional Service Centres, (c) the way payment of the final budget allocation was handled, with several projects reporting they were expected to provide the final report before the money is released – both the percentage of the budget retained and the length of time it was retained differed from project to project.
196. Furthermore, the Project Management Review found that the DTIE FMO considered that UNEP Risoe and UNDP reporting was not fully up to expectation while Risoe had been sending financial reports regularly, therefore the challenge may have been with communication between the UNEP offices. The FMO and the project manager had not reviewed together the expenditure reports to analyze and decide if the reports match with the activities carried out, which in turn makes it difficult for the FMO to assess the expenditure reports and the cash advancement needs. The Management Review uses the example of UNDP, who sent expenditure report showing significant under-spending, yet it requested additional funding, not complying with the requirement in a reliable manner. The Management Review further states that the FMO stated that financial reporting mechanisms were not done in a systematic manner. Additionally, the FMO stated difficulty in getting financial reports at all, and very few audit reports were received.
197. The FMO stated that institutions often did not respond, and that templates were different per institution which made reporting a complicated undertaking.
198. In addition, institutions charged different levels of overheads and delivered differently, which further complicated matters.

**Table 8: Funds received per institution and overheads charged for the CC DARE Programme**

| Institution            | Funds received (administered)<br>USD (thousand) | Overheads charged     |
|------------------------|---|-----------------------|
| UNEP Risoe             | 4,15  | 2.2%                  |
| UNDP                   | 800   | 7% management, 5% M&E |
| UNEP                   | 2,71  | 2.2%                  |
| TOTAL                  | 7,66  |                       |
| <i>Funds remaining</i> | ~266,199  |                       |

3 This date was taken from the Management Review Report.

4 Source: CC DARE FMO.

199. Approximately USD ~266,199<sup>5</sup> was remaining which could be used for strategic follow-ups (e.g. on policy outcomes from CC DARE).
200. The leveraging of additional resources was done only through support of UNEP Management, with support through channelling opportunities directly to project beneficiaries; and additionally, in some cases, through direct government support to implement plans or upscale/replicate activities in country.
201. The rating given to Financial Planning and Management is **satisfactory**.

### *UNEP Supervision and Backstopping*

202. UNEP Risoe signed the Project Document 4 April 2008, UNEP DTIE 30 April 2008, and UNEP Corporate Services Section 21 May 2008. The signed project document represented the legal agreement between the agencies. A MoU between UNDP and UNEP was subsequently signed, although clear roles per institution were never detailed.
203. Detailed and clearly formulated work plans were prepared for this programme showing the inception phase and operational phase and timelines. The work plans were divided into global work plans, team annual plans and short-term activities work plans. The plans also detail the project output, activities, coordination and specific timelines.
204. Oversight and supervision by the Project Manager was based on annual reporting mechanisms such as progress reports and detailed work plans to keep on track for delivery of outputs. These were mostly timely and kept good record of. Emphasis was placed on outcome monitoring.
205. Selection of projects based on selection criteria had a systematic process. Inception workshops were designed as “fact finding” missions to generate initial ideas and demands – with a wide net of diverse partners. Proposals were submitted to the national coordinators/focal points, reviewed and ranked. UNEP then ranked by specific selection criteria, e.g. NAPA alignment, sustainability, etc.
206. Regular communications between UNEP Management and the project proponents ensured that progress was on track. Documentation was of quality, mostly due to workshops held in countries at onset of project implementations in which project proponents were trained in the required reporting mechanisms. It was often due to the personal engagement of the project team that information about project results and progress were retrieved from the country level - and reportedly – this kept the country partners highly engaged. It is clear that the project team went out of its way to communicate with the project partners – and follow-up and provide back-stopping support when and where needed – even if communication with countries was not always easy.
207. Financial backstopping was initially done by an officer in DTIE Paris. A DTIE Fund Management Officer (FMO) in Nairobi took over the revision after changes in the internal management structure. Risoe regularly provided financial reports and DTIE admin officer forwarded them to DTIE FMO without reviewing/analysing the reports. If reports from Risoe came late or were missing, Nairobi demanded them through the Paris Office. This and other financial arrangements detailed above were not conducted in a simple or necessarily transparent manner.
208. The rating on UNEP supervision and backstopping is **highly satisfactory**.

### *Monitoring and Evaluation*

#### *7.1 M&E Design*

209. The M&E design followed UNEP’s standard monitoring and evaluation procedure. The project log frame included objectively verifiable indicators and means of verification for the project objectives, outcomes and outputs. Because at project design, activities were not confirmed, these were not included in the preparation phase. The project document also described monitoring and reporting at the programme and project level, namely through activity reports, project progress reports, final reports and financial reports. Work plans were put together routinely.

<sup>5</sup> As the financial report was not finalised at the time of the evaluation, figures are “current time” and may be revised at time of closing of project account.





210. It is clear though that certain M&E elements – such as the setting of overall programme performance indicators and a comprehensive TOC were not undertaken at project onset – a short coming that could be improved in future.
211. The rating on M&E design and arrangements is **satisfactory**.

#### 1.1.1.1 M&E Plan – Implementation

212. Some project proponents, during evaluation interviews, mentioned that the implementation of reporting procedures to track progress at programmatic level was duplicated at an unnecessary level. Projects at country level had to routinely report as part of the requirements to access their funds, but these reporting mechanisms were often conducive to over-reporting as each institution had its own template on which projects had to report. However, monitoring and evaluation was very good at project level during the implementation process. According to Risoe, contracts generally assigned one staff to conduct M&E; to do follow ups and approve payments.
213. The monitoring and evaluation was seen as a joint effort by UNDP and UNEP staff, although at the programmatic level it is unclear to the TE team how this was specifically conducted, especially as the partnerships were not very well defined.
214. On a different level there were suggestions *in country* and *within* projects that M&E on project implementation should have been stricter. For example, there were some problems with contractors in the Seychelles who were supposed to deliver relevant RWH infrastructure. The quality of the infrastructures set up was so poor that the RWH entities actually are not in use. It was not clear whose role the follow-up, quality control and M&E should have been – but it is clear that on the delivery level certain short comings were reported due to a lack of quality controls.
215. Evaluation at programmatic level took place through DANIDA in 2009, and then through the OVI in 2011, to which recommendations were strictly adhered to in order to improve the process to attain the intended impacts.
216. A final project evaluation is being undertaken, as well as there were several learning efforts such as demonstrated through the Lessons learnt publication, etc. in place. Peer learning through outcome 3 activities, specifically the regional workshops – also related to M&E – were useful and well received by project proponents.
217. The rating on M&E implementation is **highly satisfactory**.

#### 7.2 Budgeting and funding for M&E activities

218. The programme budget, as per Project Document, included USD 50,000 under UNEP Risoe URC for monitoring and evaluation. Additionally, UNDP had an overhead charge of 7% of its USD 800,000 for monitoring and evaluation, and it is assumed that UNEP Management had its allocations from its 2.2% overhead charge. How these funds were allocated to what is not clear.
219. At country level, project proposals all considered M&E as part of the project implementation, with amounts differing from project to project depending on the budget and scope of each project.
220. It must be noted that the Terminal Evaluation team came across limited funding as many of the projects did not necessarily make provision for such an evaluation and as such contingency budgets had to be used, as well as site visits had to be done in a very cost effective manner. However, as is the case with small-scale projects, project sites are often in isolated areas of countries which make travel costs more expensive and these costs should have been accounted for in initial planning for an independent evaluation. This is extremely difficult to plan for given the fact that the projects were demand-driven and adaptive.
221. The rating on budgeting and funding for M&E is **moderately satisfactory**.

## F. Complementarity with UNEP programmes and strategies

### *Linkage to UNEP's Expected Accomplishments and POWs*

222. The intended results of the CC DARE are consistent with UNEP's programmatic objectives and expected accomplishments of various cross-cutting priorities of the Medium-Terms Strategy 2010-2013. The objectives and expected accomplishments focus on providing environmental leadership in the four areas prominent in the international response to climate change: adaptation, mitigation, technology and finance, and their inter-linkages. The project's outcomes will contribute to UNEP's aim to help developing countries to build resilience to the impacts of climate change, to build and strengthen national institutional capacities for adaptation planning, and support national efforts to integrate climate change adaptation measures into development planning practices.
223. Regarding the linkages to Programmes of Work along the life span of the CC DARE programme, the outcomes were aligned in several ways to the respective POWs, most notably to integrate climate change responses into national development processes. Most notably, the Programme of Work (2010-2011), has climate change as one of its four themes, and the programme most notably fit within the context of *Adaptation, planning, financing and cost-effective preventive actions are increasingly incorporated into national development processes that are supported by scientific information, integrated climate impact assessments and local climate data.*

### *Alignment with the Bali Strategic Plan (BSP)*

224. The programme's focus on capacity building and dissemination of best practices for adaptation strategies is consistent with the Bali Strategic Plan for Technological Support and Capacity-building which aims at, *inter alia*, a more coherent, coordinated and effective delivery of capacity building and technical support at all levels and by all actors, in response to country priorities and needs. The project's objective was highly relevant to the objectives of the BSP.

### *Gender*

225. Despite gender being an extremely valuable component of climate change, gender components were not mainstreamed into the design of the CC DARE programme. However, through demand-led project activities (and proposals explicitly mainstreamed gender) gender was a large component of implementation at project level, with many projects at grass-roots benefitting women directly, especially as women were often the beneficiaries of project interventions. This, however, was a more indirect rather than strategic outcome of the programme interventions.

### *South-south Cooperation*

226. South-south cooperation was an important aspect in the project preparation and equally important to the donor. This was highlighted in various reporting mechanisms and was strongly implemented at regional level – with regional workshops taking place and sharing mechanisms put in place through the process of implementation.
227. In future one could potentially further capitalise on the south-south cooperation element by furthering the peer learning component under outcome 3. Several recommendations have been made that indicate that with more strategic resources the peer exchange and learning could be greatly enhanced to lead to improved climate smart decision making and leverage adaptation investments in Africa. More specific reviews of what works and efforts into setting up meaningful and cutting edge knowledge management and exchange approaches would be one step in furthering this south-south cooperation component.
228. It must also be noted that, virtually the entire implementation was conducted by African professionals, technocrats, scholars, practitioners and the like, within the concept line of for Africa by Africans, which is a powerful ownership aspect in terms of sustainability and peer learning and sharing.



## 4. CONCLUSIONS AND RECOMMENDATIONS

### A. Conclusions

229. The CC DARE programme was designed to work towards improving the ability of countries to remove barriers and create opportunities for integrating climate change adaptation into their national development agendas. While the programme went through no-cost reviews based on suggestions from two separate evaluations (DANIDA and OVI), the objective and scope of the programme remained constant.
230. The major objective of the terminal evaluation was two-fold; namely (a) to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts stemming from the project, including their sustainability; and (2) thread out the lessons learnt to promote learning, feedback, and knowledge sharing through the results and lessons learned among UNEP, governments, international and national executing agencies.
231. In terms of the ROtI analysis and Theory of Change, the programme's objectives and implementation have remained relevant in the context of the issues it intended to address. Climate change adaptation is of extremely high priority while climate change is still not mainstreamed into countries with high vulnerability in Sub-Saharan Africa. Increased capacity for climate risk management, as an intermediate state of the TOC, is of importance, and the programme initiated many such programmes at many levels through drivers like *Smart up-scaling and learning absorption strategy leverages strategic capacities* and *Learning by doing approaches to capacity building enhances ownership and sustainability of climate risk management*.
232. Through the innovative, demand-led project interventions at country level, whether through Sector-specific support to adaptation and capacity building for integrating climate change issues into development planning, the intermediate state towards impact of the TOC "Generated knowledge and lessons learnt incorporated into national and regional climate change strategies" through drivers *High level of ownership from peer learning motivates for application of lessons learnt and supports the sustainability of impacts* and *Policy-makers are catalyzed through exposure (to demonstration activities)*. Despite the high level of innovation, this intermediate state is a major shortcoming in the programme because the high value that the lessons learnt versus the uptake was not comparable, at least at this stage. This is partially a design shortcoming including on national coordination responsibilities and lack of such, specifically, in some instances ignoring the principles of the UN ONE approach and channelling coordination through UNDP COs and allowing the programme to align with the UNDAF; a matter of time scales of policy processes that have not allowed for full uptake of the lessons learnt, and others. Specific recommendations on how, for example, the pilot project proposal applications could be enhanced to link up with more policy relevance are included in the recommendations. Further targeted and strategic interventions that could still be performed as some financial resources are still available are also proposed.
233. The overall impacts from the outcomes and intermediate states were to (a) reduce country climate vulnerability, (b) Innovation and application of cost effective climate change adaptation and mitigation measures, and (c) Knowledgeable climate change adaptation community of practice throughout Sub-Saharan Africa that supports climate resilient decision-making. These were achieved based on the intermediate state assessments.
234. The intermediate state of "Technical tools and best practices for mainstreaming", to this effect, did contribute in quantity and quality to the generation of knowledge and lessons learnt for incorporation into national and regional strategies, however, dissemination of such lessons could have been better strategized.
235. The programme had institutional and innovative diversity, especially at project/country level, and was novel in its approach. The idea of channelling resources directly to implementers on the ground is of incredible value and the usefulness and value has been reflected strongly in the achievement of this programme through its many country projects.
236. Despite many project beneficiaries stating that budgets and timeframes were not entirely adequate, it must be noted strongly that almost every single project achieved its results and more. This programme has achieved remarkable *low input – high impact*. The impact at community level and beyond with the little money each project received is truly commendable.

237. The programme, through its many climate change adaptation interventions, has produced an array of materials, guidelines, unique and useful research, methodologies, strategies, policies, plans, curricula and teaching aids, training guides, communication and information materials and much more. Some research studies have been published in peer reviewed journals.
238. By directly engaging stakeholders at local and national levels in the execution of the programme as well as through capacity building programmes and regional workshops, the programme laid a strong foundation for adaptation mainstreaming, as well as a catalytic effect through its demonstrations on climate smart action in the respective countries.
239. Project implementation was generally cost-effective. Projects were low cost and cast a vast net in terms of livelihood impact – in this sense the programme was very cost-effective.
240. Efficiency was reduced by managerial reviews and the initial slow start of the programme which delayed processes by almost three years and OVI reporting suggested that based on that outcomes would not be met. However, efficiency increased rapidly with the new management structure and rapid mobilisation toward the last years of the implementation.
241. Sustainability potentials are high provided follow up funding sources are secured, and ownership and enthusiasm at country level to keep momentum is good.
242. The evaluators, when visiting the project sites, found, even years after implementation (in some cases, up to two years had passed by since projects had ended), that there was still considerable enthusiasm and drive to move projects forward and that country ownership was very strong, despite funding being limited. In addition, it must be noted that various countries had raised expectations from UNEP – communication on the prospects of more funding was evidently not transparent or clear enough, leading to high expectations which run the risk of loss of hope.
243. By engaging representatives from a number of diverse institutions within the eleven countries, the programme helped to strengthen the existing institutional framework for climate change and directly helped countries to remove barriers and create opportunities for mainstreaming climate change into their national processes.
244. There are significant policy-relevant lessons learnt emerging from this programme and although these may not be fully documented at this stage there is strong potential to synthesise these as follow-up study. This evaluation report can form a foundation for such work. The CC Dare approach piloting practical low-cost and high ownership small scale adaptation interventions could be compared with other adaptation approaches currently under implementation, such as the UNDP supported CBA programme, the Africa Adaptation Programme and the climate change adaptation components of the GEF Small Grants Programme implemented in certain pilot countries in Africa. Comparisons with adaptation and capacity benefits generated through much target investments such as under the LDCF fund could also be analysed in comparison. Such a comparative analysis could generate important policy information direction giving for future adaptation investments.
245. Ratings for the individual criteria are given in Table 8. The overall rating for this project based on the evaluation findings is **satisfactory**.

**Table 9: Summary assessment and ratings by evaluation criterion**

| Criterion                                       | Summary Assessment   | Rating |
|---|--|--------|
| A. Attainment of project objectives and results | The programme’s objectives and expected results were achieved. The technical outputs are generally of high quality and activities have high replication value moving towards removal of barriers and opportunities raised to integrate climate change into decision making and national development planning. The overall rating is averaged from the effectiveness, relevance and efficiency. | HS     |
| A.1. Effectiveness                              | Programme achieved its outcomes and intended outputs based on the log frame indicators. zeCS h project embers of key institutions for this, but WWF and UNEP could do this through ongoing initiatives   | S      |



|  |  |     |
|--|--|-----|
| A.2. Relevance                                       | Programme objective was relevant to UNEP’s programmatic objectives of mainstreaming climate change adaptation, although not pitched at a policy level, which is usual for UNEP mandate, but rather at practical implementation through local-level cca interventions.  | S   |
| A.3. Efficiency                                      | Various issues were raised with regard efficiency, such as over-reporting by projects as well as certain cost efficiency issues that comes with the adaptive process of management changes based on reviews. However, small funds disbursed straight to implementers was highly effective and caused a low input – high output, low cost – high impact results. However, in terms of a large amount of funds left over at the end of the project, which could have been strategically placed is a result of inefficient budgeting. | HS  |
| B. Achievement of outputs and activities             | All outputs were achieved, technical outputs were of high quality.   | S   |
| C. Sustainability of project outcomes                | The overall rating on this criterion is based on the fact that all criteria below are virtually equally rated as ML.   | ML  |
| C.1. Financial                                       | Financial sustainability depends to a large extent on funding and initiatives of other agencies and organisations, although many projects or strategies have since acquired funding either through other donors or directly from government budgets, the extent to which this will continue in the longer term remains to be seen.   | ML  |
| C.2. Socio-political                                 | The programme garnered considerable support at all levels, from communities, NGOs, private sector, government representatives and academic institutions. It has also influenced policy development in some of the countries. Not always aligned necessarily to NAPA priorities, although this was a criterion of project selection.  | L   |
| C.3. Institutional framework                         | Direct involvement of key institutions and country stakeholders, institutional arrangement was diverse and lent itself to strengthening at many levels; new units were put in place.   | L   |
| C.4. Environmental                                   | Implementation of adaptation projects will promote environmental sustainability depending on the level of replication and upscaling. However, more environmental screening should have been done to ensure that maladaptive practices are not taken up.  | L   |
| D. Catalytic role and replication                    | The programme has catalysed climate change adaptation projects in the project countries and has had a catalytic effect at some levels.   | S   |
| E. Processes Affecting Attainment of Project Results |  | n/a |
| E.1. Preparation and Readiness                       | Although the programme was rapid in its response and highly adaptive, more preparation could have gone into the design and planning, especially with regards management structures and definition of partner roles.  | MS  |
| E.2. Implementation Approach and Management          | Once the implementation and management was changed based on the DANIDA review, the implementation approach and management was highly effective.  | S   |
| E.3. Stakeholder Involvement and Public Awareness    | Wide stakeholder engagement through-out process, from local communities to high level government officials. A great bottom-up approach. Although level of involvement depended on country, and linkages to key policy levels were not always granted.  | HS  |
| E.4. Country ownership and driven-ness               | Programme was demand-led and countries took complete ownership – straight to implementation, profile of projects raised across country.  | HS  |
| E.5. Financial Planning and Management               | Financial reporting mechanisms were not systematic and no red thread exists during programme process. Each institution reported differently with gaps in information. Country reporting was good.  | S   |
| E.6. UNEP Supervision and Backstopping               | UNEP played an adequate role in supervision and backstopping with great team commitment. A greater effort could have been made at financial level.   | HS  |



|   |   |          |
|---|---|----------|
| E.7. Monitoring and Evaluation                    | Overall rating based on average rating on criteria below.   | S        |
| E.7.1. M & E Design                               | M&E design was well set out in project document.  | S        |
| E.7.2. M & E Implementation                       | M&E implementation could have been more comprehensive at programmatic level, and was highly effective at country level. | HS       |
| E.7.3. Budgeting and funding for M & E activities | Budgets not clear on how M&E was done and how money was spent – no real M&E clarity in terms of financial costing.      | MS       |
| <b>Overall rating</b>                             |   | <b>S</b> |

## B. Lessons learnt

246. A number of valuable lessons have already been captured in various reporting procedures, most notably the *Lessons learnt for adaptation in Sub-Saharan Africa* which captured dense and diverse variety of lessons. The TE concurs with these lessons and in the hope of avoiding duplication, lays out a small number of lessons below which should have high relevance to future projects within the bounds of UNEP conduct.

### **Lesson 1: Strong coordination at country level enhances ownership, opens channels to future collaboration and knowledge sharing**

In countries with strong coordination support mechanism/support created a sense of team spirit, with partners sharing ideas and knowledge, sharing and commenting on each other’s progress and results, creating opportunities for future collaborations and generating a good peer exchange. Coordinators, who were effective, brought people and minds together. Integration of pilot project results into national policy processes is strengthened through a strong coordination mechanism, as well.

### **Lesson 2: Learning by doing capacity building results in ownership and impact**

The projects which focused their adaptation capacity building on learning by doing and demonstration approaches, often through involving staff and practitioners in direct implementation (e.g. extension staff, district council staff), the increased capacity was translated into day-to-day work with a strong sense of ownership.

### **Lesson 3: Channeling funding directly to implementers is more cost effective and results in low input high impact**

The flexible and direct funding approach, cutting out the middle man, was highly effective in producing high impacts and project ownership, as well as sustainability.

### **Lesson 4: Strong technical support increases quality of projects**

Where technical support was strongest, projects highly valued and benefitted from it. Certain projects, with lower technical support, tended to perform weaker in terms of technical soundness, and certain interventions may render themselves as maladaptive in the long term.

### **Lesson 5: Watch out for maladaptive practices!**

There is sometimes a fine line between adaptation and maladaptation. Environmental and social screening or development of safeguards should be a pertinent part of the process in project planning. Climate risk and relevance should be further screening – and learning – components.

### **Lesson 6: Over-reporting wastes time - which could be spent implementing**

Simplifying the reporting procedures can free up time spent on implementing, and can reduce delays in funding disbursements – this could lead to “under-reporting”. Therefore, a middle ground needs to be found between over reporting and good accountability and M&E.

### **Lesson 7: Flexibility and adaptiveness in design of project can save a project**

Flexibility and adaptiveness can ensure that progress can be vastly improved quickly if need be.



**Lesson 8: Clear communication between Programme Management, Project Proponents and Project Beneficiaries is key to avoid raised expectations**

Clear and transparent communication about funding channels and availability are key to creating strong working relationships and avoiding raised expectations resulting in disappointment, loss of hope and mistrust, especially when human livelihoods are at stake.

### C. Recommendations

247. Because the project has ended and this is the terminal evaluation, the following recommendations look head post-project period, although the recommendations can also be seen in the light of a possible “second-phase” approach.
248. **Ensuring catalytic funding and replication** will be based on strategic approaches by UNEP Management and Project Proponents toward wide and target-based dissemination of lessons learnt at project level, success stories and channels of upscale or replications.  
**Who will do this?** Interested project proponents, with technical support from UNEP Management during closure of programme.
249. **Creating a peer learning platform** potentially including a database of tools for project proponents to continue sharing and exchanging lessons, as well as new stakeholders to access. This would need a more systematic strategy, and already the UNEP Programme Manager of CC DARE is spearheading a new initiative on the African Adaptation Knowledge Network, as building on the initial desire to build a platform entitled “Climate Action Learning Network” [www.aaknet.org](http://www.aaknet.org) which was born from CC DARE. To ensure there is no duplication AAKNet convened a meeting in February 2013 bringing together ALM, CDKN, AfricaAdapt, and others to foster collaboration and avoid duplication. This resulted in a decision adopting AAKNet as the continental knowledge network which is intended to be the last stop shop for adaptation knowledge. A review of other platforms such as is necessary to find a niche and address critical gaps so as to not just share knowledge but more importantly impact on how and where it is used. An initial such review has already been undertaken, see <http://climate-l.iisd.org/news/aaknet-adopted-as-african-adaptation-network/>. This review could be built upon, as appropriate.  
**Who will do this?** Ongoing under AAKNet. A component of specific impact monitoring of the approach should be designed and implemented to generate lessons about the effectiveness of such a peer learning platform. If a further review would be needed, a possible suggestion could be as part of a post-graduate study at one of the partner country universities with technical support on a more ad hoc manner from UNEP Management.
250. **Policy message leverage to UNEP mandate:** UNEP needs to leverage a policy message out of the more practical implementation which was pitched at a level not usual for UNEP. A strong message should be strategically worded to channel funding to the impact-oriented actions; the message could read “Small grants in reaction to demand, channelled directly to implementing agents at grass-roots, can go a long way to leveraging powerful adaptation action. The need arises to disperse funds simply to local action level.” Policy linkages are made in terms of the exposure to demonstrative actions.  
**Who will do this?** UNEP, as part of their business line, but also to pitch to policy at national level, or as a stand-alone process using left over funds at project end to filter into the NAP processes in countries in support of the NAP developments.
251. **Clearer focus on climate change risks;** this was a very important element which was not strongly implemented in the programme – instead adaptation projects were implemented, not always with a strong link to associated risks. Linking climate evidence for adaptation, learning processes could produce useful capacity building outcomes for future interventions.  
**Who will do this?** UNEP, as part of their future programming.

252. **Communicate Outcomes at Policy Level**, as the evaluators found, the outcomes of such innovative and action-oriented projects were not well communicated at policy level nationally, a major short-coming of this programme. A recommendation is to better synthesise the lessons learnt at project level to better inform policy processes and planning at national level.

**Who will do this?** UNEP could lobby for the remaining funds to be used channel funding to conduct an assessment per country to channel lessons learnt into the mainstream policy (with UNDP perhaps in alignment with NAP and UNDAF procedures).

253. The evaluators highly **recommend a second phase of CC DARE**, given the immense potential and need for upscaling and replication in most of the 11 partners countries, as well as the result basis of their project implementations – through the leveraging of similar funding and improving on project design based on the evaluation overall and more specifically the lessons learned.

**Who will do this?** UNEP can keep its structure and leverage for more funding under its work programme, with the support from all 11 partner countries (with possible extension into other countries).



# 5. ANNEXES

254. Ten annexes are attached to this document.

## Annex 1: Progress on Activities and Outputs

| Outputs and Indicators   | Comments   |
|--|--|
| <p><b>Output 1.1. Tools for screening climate risks associated with national policies and programmes developed</b></p>   |  |
| <p>Indicator 1.1.1. Methodological guidelines, handbooks, case studies, instruction manuals, training course materials, information and awareness materials, and reference resources are available in hard copy and on the web</p> | <p>Many different tools were developed during the course of the CC Dare Programme, although this was done at sectoral level, and not at policy level. Although, the development of the National Acute Water Diarrhoea Prevention Strategy in Ethiopia mainstreamed elements of climate change; Watershed Committees, through their best practice management in areas in Ethiopia, got recognition from high-level government and their activities were mainstreamed into other watersheds; good practices through buffer zones to hydropower station in Ethiopia was also replicated by government in other hydropower stations; high level support and buy in by Government and Parliament on the National Climate Change Adaptation Strategy in Ghana was strong. However, systematic mainstreaming was not done at a systematic level. The tools by the different projects, included, for instance: <b>Education materials</b>, e.g. high school curriculum in Benin including teaching materials and teacher aids, masters level curricula in Malawi and Mozambique; <b>Instruction manuals</b>, done at project/sectoral level, which should be more closely linked to <i>Output 2.1.</i>, e.g. a bee hive manual in Ethiopia; a manual developed for identification of species, invasive magnitudes and methods of elimination – including income generating activities in Jijiga Zone in Ethiopia; Farmers manuals on region specific risks and coping mechanisms in Ethiopia; four training modules on climate change at local level – documentation of indigenous knowledge in Chikhwawa District in Malawi; manuals/toolkits to aid in training communities on climate change adaptation in Malawi; <b>Awareness materials</b>, e.g. DVD documentaries e.g. Seychelles RWH, Malawi two regions cc impacts specific and adaptation measures, climate change in Uganda; documentary on Rwanda land relocations and suitability; various communication and information materials in Karonga Malawi; rainfall atlas produced in Mozambique; climate risk vulnerability studies in Govuro District, Mozambique; various materials developed in Rwanda as part of NBDF project (posters, training manuals etc); documentation of information for forecasting in Senegal; competitions and awareness materials on RWH Seychelles; awareness materials such as posters, policy briefs in Uganda; <b>Handbooks</b> like recording of innovations and sharing mechanisms in Ethiopia Research; <b>Research studies published or publishable</b>, e.g. adaptive traits in cattle in Ethiopia, nutrient management in Uganda (published in Southern African Journal of Science), a paper on woodlot management in Tanzania (International Journal of Environment, Science and Ecotechnology)</p> |
| <p>1.1.2. Extent and frequency of use of materials/tools by stakeholders and partners</p>  | <p>Masters level curriculum first round of students starting 2013 in Malawi; 2014 Mozambique, use of curriculum and materials in high schools in Benin; RWH competitions and awareness raising in Seychelles gained much momentum and had knock-on effects even up to policy level; invasive alien species manual in Jigiga Zone, Ethiopia has had wide use and application into other zones of Ethiopia; through the ToTs in Chikhwawa District in Malawi wide use of toolkits on training communities by extension staff; wide use of climate risk and vulnerability studies for Govuro District Mozambique for risk assessment and response planning; etc.</p> <p>The extent and frequency of use by multiple stakeholders and practitioners remains questionable though and a wider evaluation would need to be done at project level on the long-term usage – some materials could have been widely disseminated and popularised but disseminations strategies were not always strong or lacking entirely in some instances; e.g. under budgeting of the Rainfall Atlas project led to only 50 hardcopies being printed. Another issue to be raised concerns the countries with weak coordination and little in-country peer exchange, like, for instance, in Rwanda, where coordinating mechanisms or partner projects had not even been aware of the existence of various materials.</p>  |

| Outputs and Indicators  | Comments  |
|---|---|
| <b>Output 1.2. Technical support for screening and revising national programmes to reduce risks is provided</b>                         |   |
| 1.2.1. Feedback on usefulness/ effectiveness of technical support in enhancing climate change awareness among multi target groups       | <p>The technical support varied from country to country and generally technical support was highly valued in the process of enhancing climate change awareness; many country projects greatly appreciated the direct technical advice and support by the UNEP Management Team (Bubu Jallow and Richard Munang) on creating awareness and dissemination (and general support), but some countries relayed that they would have appreciated more contact and input – and there was no real overall screening through technical support. Individual projects, e.g. the coastal zone management initiative in the Seychelles, particularly included technical assistance into their project design and commissioned an international consultant for their training workshop. In other countries, such as in Mozambique, most project interventions solicited technical advice from either within or outside country experts in their fields – partially supported from the project funds.</p> <p>It was found by the evaluation team that climate risk screening should be more systematically be established as a key component of any pilot interventions – as well as checking for possible environmental and social impacts which may even have maladaptive side effects. This is a critical point and from the country interviews it emerged that amongst peers there sometimes were reservations about the suitability of certain support pilot projects. It may be a possibility to design all pilot projects as “learning” interventions, and project outputs should reflect this – so that project proponents and beneficiaries can honestly see which adaptation interventions are positive and which may have negative effects too. This point is further discussed in terms of environmental sustainability</p>   |
| <b>Output 1.3. National Communications in pilot country integrates adaptation guidance provided through the programme</b>               |   |
| 1.3.1. Extent and use of guidance from National Communications and NAPAs and number of partnerships developed through project execution | <p><b>Extent and use of guidance of NCs and NAPAs</b> different from country to country, although apparently the criteria for selecting projects to be funded included alignment with NC and more specifically the NAPAs. Various countries had priorities aligned with their NAPAs, e.g. Rwanda, Ghana, Malawi, Togo. Country coordinating institutions were involved strongly in ranking the projects and as such projects were identified based on country priorities and needs. However, project outcomes and lessons to policy level (be it NCs, or other) was not communicated. It is clear that official CC and CCA related policy processes may not confer with the timing of the CC Dare pilot interventions and policy absorption could therefore not always be readily seen. For example, the 2<sup>nd</sup> and 3<sup>rd</sup> National Communications to the UNFCCC (SNC and TNC) or even national policy formulation were not always taking part in the timeframe of the projects and it would be important to find ways to communicate relevant outcomes still now – beyond the CC Dare project time horizon. A recommendation in this regard is included in the recommendations.</p> <p><b>Number of partnerships developed</b> was generally dependant on the level of coordination and extent of participation at regional sharing workshops. In countries which were well coordinated, such as in Ethiopia and Malawi, various partnerships between project beneficiaries developed throughout project executions (mainly through bringing projects together to present results and process to eachother – where projects found synergies); and between countries through sharing workshops. However, in some cases, where coordination was not strong or non-existent, very little sharing was done, or partnerships created. However, through project implementation, collaborations between NGO and government was very good in many countries and partnerships between NGOs and ministries or local governments seemed to have grown; joint implementation by ministries through partnerships on projects in e.g Togo and Rwanda caused good cooperation and good foundation for further collaborations.</p> |





| Outputs and Indicators  | Comments  |
|---|---|
| <p><b>Output 2.1. National development or sectoral plans and programmes in the pilot countries incorporate climate risk management strategies, policies and measures</b></p>            |   |
| <p>2.1.1. Number of training programmes/courses organized and conducted (national, regional and local); number of participants in workshops; degree of direct application of skills</p> | <p>Was closely related to the level of commitment from policy-makers, ministries and government in general to mainstream climate change (through their strategies, implementation, apportionment of budgets, etc). Various training programmes were conducted at policy-level, technocrat-level and local-level which were aimed to mainstream cc risk management into decision-making processes in many countries – but other mechanisms which may be better future means had large impacts on mainstreaming, especially impact-oriented local-level interventions which filtered into high level decision-making and buy-in or development of manuals and methodologies. For instance, Instruction manuals, done at project/sectoral level, included a bee hive manual in Ethiopia; a manual developed for identification of species, invasive magnitudes and methods of elimination – including income generating activities in Jijiga Zone in Ethiopia; Farmers manuals on region specific risks and coping mechanisms in Ethiopia; four training modules on climate change at local level – documentation of indigenous knowledge in Chikhwawa District in Malawi; manuals/toolkits to aid in training communities on climate change adaptation in Malawi; the development of the invasive species manual in Ethiopia was very useful to decision-makers on rangeland uses and income generation; integration of climate change into Masters level agriculture curriculum was well communicated and as a result owned by government in Malawi; inviting the Chikhwawa representing Member of Parliament to a community project connected community issues and climate change to both parties and caused a breakthrough in decision-making; district staff trained in Karonga, Malawi, with level of turn over moved over to another district and took what she had learned with her and instituted climate change programmes in the other district; climate change integrated into Karonga District in Malawi in district contingency plan; Natural Resource Management committees strengthened to towards climate smart decision-making in Blantyre District Malawi; integration of climate change into science policy in Malawi as a step towards more climate change integration into National Planning; Land Suitability Plan implementation in Rwanda - the involvement and partnering of three ministries has had all sorts of buy in and uptake, for instance the commitment of 25m USD into the full implementation of the LSP, as well as the institution of a unit in the region on land use and management, among more; integration of climate risk management into national planning in Senegal; RWH high demonstration effect causing ripples and spurred sectoral policy elements in Seychelles (through directives on RWH infrastructure in all new school buildings; workshop held in Seychelles for technical staff in government towards coastal erosion capacity building toward decision-making; various workshops to strengthen capacity in Togo in civil society and NGO; mainstreaming cc to the Agriculture Development Plan in Uganda was done through training government officials (80 from national, 250 local) and developing guidelines to mainstream climate change adaptation in agriculture sector policies, plans and programmes; participatory approaches like in Uganda, where district officials were involved in the activities caused the mainstreaming of measures into district work plans.</p> |
| <p><b>Output 2.2. National policy-makers incorporate climate change consideration in general and sectoral planning efforts</b></p>  |   |
| <p>2.2.1. Extent to which adaptive capacity development (awareness, training and seminars) at technical and high policy levels are undertaken</p>                                       | <p>See above</p>  |
| <p>2.2.2. Level of cooperation between line ministries in achieving CC DARE objectives</p>  | <p>The level of cooperation among ministries both through coordinating, coming together in workshops, as well as directly implementing or partnering in the implementation, or in capacity building programmes and exposure to activities was heightened in most countries of CC DARE.</p>  |

| Outputs and Indicators   | Comments   |
|--|--|
| <b>Output 3.1. “Best practice” case studies to support implementation of climate change in mainstreaming needs are compiled and disseminated</b>   |  |
| 3.1.1. Number of case studies of which information on mainstreaming is exchanged through regional cooperation  | Some shortcomings here – while there is some level of regional cooperation through the regional workshops (which most project proponents highly valued) regional knowledge and management sharing was generally lacking and not much information exchange occurred through one platform at regional level, especially considering the level of good practices coming out of the CC DARE. Many good results were shared in regional and international conference but it is not clear how much mainstreaming occurred regionally or elsewhere as a result. At some stage there was a task by URC to elaborate a selection method for the dissemination of best practices as well as evaluate best practices and their use, but it is unclear whether this was done or to what extent. The development of the lessons learnt in adaptation in Sub-Saharan Africa was helpful but the dissemination and of this and for what target audiences is relatively unclear. |
| <b>Output 3.2. Bi-annual meetings (virtual or face-to-face) of regional institutions and “one UN” country agencies involved in the development and piloting of mainstreaming activities</b>                |  |
| 3.2.1. Number and frequency of regional workshops on climate proofing; promotion of climate risk-based approach in “one UN” workshops that are convened to address climate, development and related issues | Various regional workshops (including a wide consultation and One UN approach during inception) were conducted over the life span of the programme which included all the partners, project proponents as well as project beneficiaries in many cases (such as Seychelles, Ethiopia etc).  |
| <b>Output 3.3. New climate change initiatives are leveraged by CC DARE either directly or indirectly</b>   |  |
| 3.3.1. Number of additional climate change adaptation projects or activities leveraged as a result of CC DARE  | In various country cases, the CC DARE interventions created a knock on effect, wider application, new initiatives leveraged or taken up at government level or alternative funding sourced to upscale activities, such as in Rwanda, where the government dedicated 25m USD to the Land Suitability Plan and the establishment of the Water and Land Management Unit; demonstration of RWH in schools in Seychelles was taken up on policy level by government directive that all new schools should incorporate RWH infrastructure; interventions in Karonga District managed to attract more funding towards the replication in the Salima District in Malawi; the Rainfall Atlas project in Mozambique catalytic and strategic funding leveraged from Denmark which allowed the hire of an international consultant to “improve data”.  |

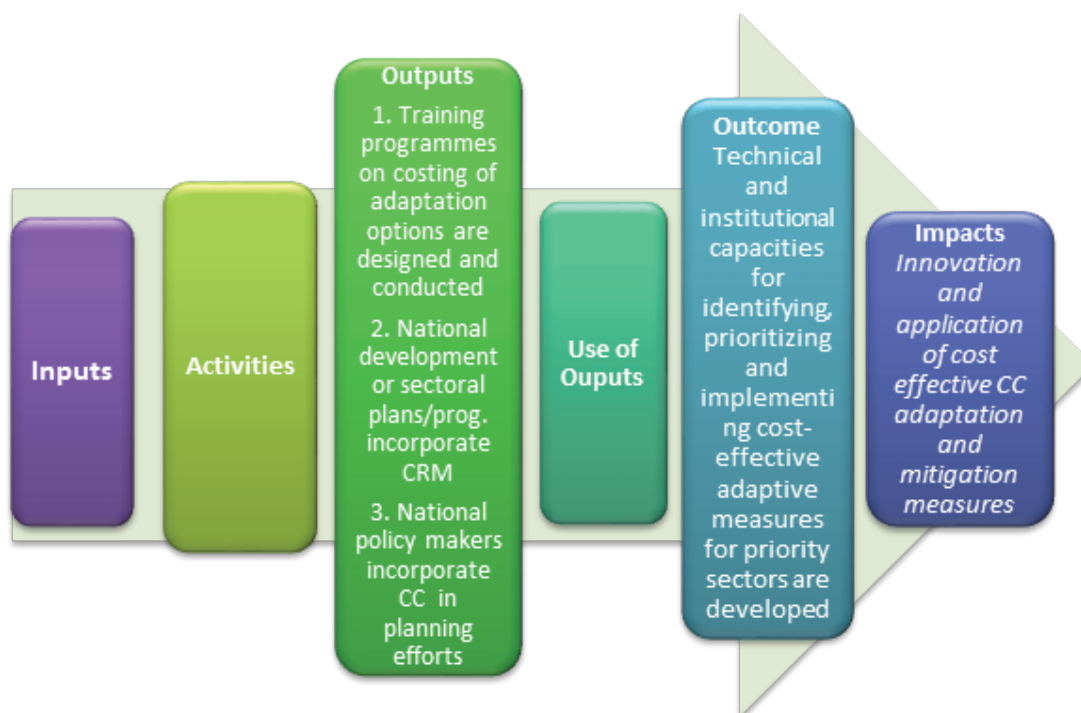
## Annex 2: Details of the programme’s impact pathways and ROI analysis

Based on the project logical framework individual impact chains for the three components are as follows:

**Component objective 1:** *To enhance knowledge, skills and partnerships that support the systematic mainstreaming of climate change adaptations.*

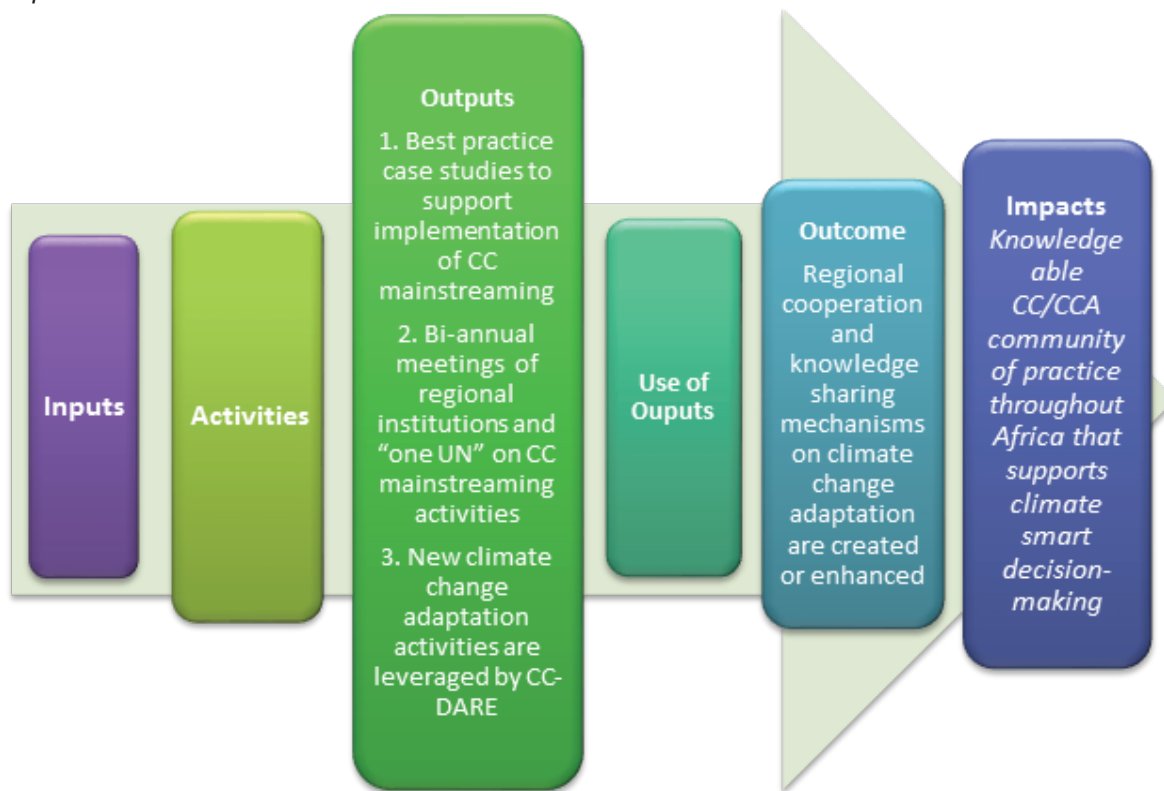
*Figure 1: Impact chain for component objective 1. The intended impact to be generated through the three specific outputs formulated under project outcome 1 is overall reduced country vulnerability in the 11 pilot countries. This impact chain is integrated into a composite TOC in Figure 4.*

**Component objective 2:** *To build stronger technical & institutional capacities in developing countries for identifying, prioritizing and implementing cost-effective measures that are consistent with national development goals.*



*Figure 2: Impact chain for component objective 2. The intended impact to be generated through the three specific outputs formulated under project outcome 3 is to achieve innovation and application of cost effective CC adaptation and mitigation measures. This impact chain is integrated into a composite TOC in Figure 4.*

**Component objective 3:** To create/enhance regional cooperation and knowledge sharing mechanisms on climate change adaptation.



**Figure 3: Impact chain for component objective 3.** Three distinct outputs were implemented to achieve outcome 3 of the CC Dare programme and notably result in the overall impact of contributing to creating a "knowledgeable CC/CCA community of practice throughout Africa that supports climate smart decision-making". This component objective is the particular focus for the programme level evaluation, and the TOC for this component objective guides the evaluation schedule.



**Table 1: Results and ratings of Review of Outcome to Impact (ROtI)**

| Results rating of project entitled:<br>Climate Change and Development – Adapting by Reducing Vulnerability (CC DARE)  |   |  |   |  |   |            |         |                      |  |
|---|---|--|---|--|---|------------|---------|----------------------|--|
| Project objective:<br><i>To improve the ability for countries to remove barriers and create opportunities for integrating climate change adaptation into their national development agendas.</i>  |   |  |   |  |   |            |         |                      |  |
| Outputs   | Outcomes  | Outputs  | Intermediate  | Outcome  | Impacts   | Rating (+) | Overall |                      |  |
| <p>1. Tools for screening climate risks associated with national programmes</p> <p>2. Technical screening and national programme to reduce risks is provided</p> <p>3. National Communications in pilot country integrates adaptation guidance provided through the programme</p> | <p>1. National communication and institutional capacities are developed or strengthened</p>   | <p>1. Tools for CC risk screening</p> <p>2. Technical support for screening</p> <p>3. Adaptation support for National Communications</p> | <p>1. Increased capacity climate change risk management and adaptation strategies nationally and regionally</p> <p>2. Technical tools and best practices for mainstreaming</p> <p>3. Sector-specific support to adaptation and capacity building for integrated climate change issues into development planning</p> <p>4. Regional Knowledge Management and Sharing</p> | <p>(D – A)</p> <p>Knowledge, skills and partnerships that support the systematic mainstreaming of climate change risks are developed or strengthened</p> | <p>Reduced country climate vulnerability</p> <p>Innovation and application of cost effective climate change adaptation and mitigation measures</p> <p>Knowledgeable climate change/ climate change adaptation community of practice throughout Sub-Saharan Africa that supports climate smart decision-making</p> |            |         |                      |  |
| <p>2.1. Training programmes on costing and adaptation options are designed and conducted</p> <p>2.2. National development or sectoral plans/programmes incorporate climate risk management</p> <p>2.3. National policy makers incorporate climate change in planning efforts</p>  | <p>2. Technical and institutional capacities for identifying, prioritizing and implementing cost-effective adaptive measures for priority sectors are developed</p> |  |   |  |   |            |         |                      |  |
| <p>3.1. Best practice case studies to support the implementation of climate change mainstreaming</p> <p>3.2. Bi-annual meetings of regional institutions and “one UN” on climate change</p> <p>3.3. New climate change adaptation activities are leveraged by CC DARE</p>         | <p>3. Regional cooperation and knowledge sharing mechanisms on climate change adaptation are created or enhanced</p>  |  |   |  |   |            |         |                      |  |
|   |   |  |   |  |   |            |         | <b>HIGHLY LIKELY</b> |  |





|  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|
|  | <p><b>Rating justification: B</b><br/>The <b>B</b> rating reflects that the project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding.</p> |  | <p><b>Rating justification: A</b><br/>The A rating reflects that the measures designed to move towards the intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact</p> |  | <p><b>Rating justification: BA</b><br/>The BA corresponds to 'Highly Likely' that the GEBs will be achieved.</p> |  |  |
|--|--|--|--|--|--|--|--|

### Annex 3: Review of results, most significant change, key success factors and challenges and recommendations – assessed per project

| Short project title  | Description  | Results achieved, key success factors  | Most significant change   | What worked well                   | What did not work so well and suggestions for improvement |
|--|--|--|---|------------------------------------|---|
| Benin<br>Strengthening the CCA capacity of local community of Alibori District- IDID project- April to October 2009<br>Result area: Capacity-Building for mainstreaming climate change | Strengthening the CCA capacity in Alibori District through various initiatives | Enhanced capacity through training and sensitization workshops for pupils, teachers and other stakeholders in the Education Sector;<br>2. A strategy for integration of climate change concerns into programs of the secondary school education is developed; School teaching aids on climate change impacts and adaptation strategies are developed, tested and published.<br>3. One Hundred and thirty-five (135) local government staff, 13 central government extension agents, 11 representatives of Women Groups, 11 representatives of Civil Society Organizations and 7 representatives of the Private Sector in the Alibori Region trained and sensitized on climate change;<br>4. Constitution of Local Climate Risk and Disaster Management Committees in the Alibori Region of Benin<br>5. Technical Guidelines on the integration of climate change adaptation options in the Local Government Investment and Development Plans is produced and disseminated. | Successful implementation of a CC DARE project in agriculture has been used to secure USD 11.3 M from GEF Least Developed Country Fund (LDCF) | No response/comment from Proponent | No response/comment from Project Proponent                |



|  |  |   |  |  |   |
|--|--|---|--|--|---|
| <p>Integration of climate change impacts and adaptation strategies in the secondary education curriculum –(GARDIEN NGO)<br/>Result area: Sector-specific support to adaptation</p> | <p>Integration of climate change impacts and adaptation into High School Curricula</p> | <p>Barriers and opportunities to include environmental education and based on climate change in the secondary school curriculum were identified</p> <p>Directory or educational groups whose curriculum is relevant was elaborated (first degree of secondary education)</p> <p>Directory of disciplines and learning situations targets was elaborated – the disciplines identified are Life Sciences and Earth, History and Geography, Science Physics, Chemistry and Technology</p> <p>List of integration points climate change issues into subject areas and situations of learning targets was established</p> <p>Needs for capacity development of teachers identified</p> <p>Teaching materials for building capacities of teachers and students regarding climate in the context of educational framework were designed</p> <p>Technical and material capacity of teachers trainers enhanced</p> | <p>Teachers and curriculum capacitated towards the introduction of climate change to high school education</p> | <p>Participatory approach used</p> <p>Good communication with UNEP Management</p> <p>Good team spirit and workmanship</p> <p>Participation in regional workshops helped towards sharing of information</p> | <p>Funding did not stretch far enough to implement a good dissemination strategy and training more teachers – better and more realistic budgeting in project planning</p> |
|--|--|---|--|--|---|



|          |   |   |  |  |  |  |
|----------|---|---|--|--|--|--|
| Ethiopia | <p>Improving Water Harvesting Capacity in Schools in Central Rift Valley (Ethiopia Wildlife and Natural History Society)<br/>Result area: Sector-specific support to adaptation</p> | <p>Addressing water shortage and harsh exposure during dry season in five schools through rainwater harvesting and growing of fruit and shade trees; Duration of six months (with extension);<br/>Budget: USD 49,981.</p> | <p>Five schools received 25,000l holding tanks for drinking water and other purposes<br/>Fruit and shade trees growing 3500 students and 54 teachers benefitted<br/>Three project beneficiaries attended the Seychelles Regional Lessons Sharing Workshop (2011)</p>                                       | <p>All holding tanks filled up quickly providing drinking water for students during dry season<br/>In some of the schools, trees growing well and provided a comfortable micro-climate as well as providing for fruit to generate income for school (like the library)</p> | <p>Project was adaptive and flexible<br/>The three tanks per school were enough to last some of the schools for 6 months<br/>Good learning from lessons<br/>Student responsibility per tree forms part of the learning</p> | <p>90% of the trees failed to survive in the harsh conditions – this could be avoided if instead indigenous Acacia species were grown which are much more adapted to the area (for shade)<br/>Water tanks were not sufficient for some schools and children had to walk to with buckets to collect water – more funding could have provided more tanks (ferro-cement for longevity) [water system being constructed past schools so rainwater harvesting might not even be used anymore]<br/>Funding delays hampered project and thus first year they missed the rainy season by installing tanks too late – funding injected as per plan would make project run more smoothly</p> |
|          | <p>Identification of adaptive traits in indigenous cattle adapted to drought prone ASAL areas (IBC)<br/>Result area: Sector-specific support to adaptation</p>                      | <p>Research project studying indigenous cattle traits most adapted to drought to help develop extension services, policy development and curriculum development; six month duration;<br/>Budget: USD 22,946.</p>          | <p>Cattle most adapted identified<br/>Research paper drafted for submission to peer reviewed journal<br/>Communication of results through pamphlets to extension officers<br/>Draft national action plan<br/>Communication strategy developed<br/>Helpful study for pastoral community decision-making</p> | <p>Scientifically apt study to aid farmers in decision-making for cattle buying, selling, and keeping<br/>Has spurred collaboration with universities to run a masters level study on the same idea (on goats)</p>   | <p>Good coordinator support<br/>Good support from UNEP Management Team</p>   | <p>Pending work to communicate study at community level (popularising results) - more funding needed<br/>Study not published – more motivation to publish results</p>  |

|  |  |  |   |  |  |
|--|--|--|---|--|--|
| <p>Local solutions for the challenge of unemployment and food-insecurity based on the adaptation of the climate change (ISD)<br/>Result area: Sector-specific support to adaptation</p>      | <p>Technologies used by innovative farmers – use of these farmers to conduct training in other communities towards resilience and improved livelihoods through uptake of best practice ideas in alternative income generation activities; bridging the gap between scientists and communities; six months; Budget: USD 49,800.</p> | <p>Beehive training manual created<br/>Recording of innovations and sharing mechanisms<br/>Equipped local training centres (for farmers)<br/>Two honey companies established<br/>Best Practice Association through joint experimentation</p> | <p>Marginalised community livelihoods vastly improved through sustainable income generation activities</p>                                    | <p>Using concept of innovative farmers leading by doing and teaching was successful<br/>Two-way communication between scientists and communities<br/>Good sharing mechanisms through workshops</p>   | <p>No remarks from Project Proponent</p>   |
| <p>Identification, documentation and dissemination of control and management of rangelands invading alien plant species (SORPARI)<br/>Result area: Sector-specific support to adaptation</p> | <p>Developed a baseline through community consultations and field surveys to document IAPs in the Jijiga Zone to improve management of rangeland; six months duration; Budget: USD 49,800.</p>   | <p>Manual developed for the identification of species, their invasive magnitude as well as methods for their elimination including through income generating activities<br/>All major IAPs in rangeland identified</p>                       | <p>Helpful guide for community decision-making on their rangeland management<br/>Opportunity of income generation through IAP eradication</p> | <p>Collaboration of community inputs fused with scientific results worked well as a comprehensive baseline<br/>Transboundary approaches widens the scope<br/>Very useful to community and decision-makers<br/>Good regional workshop sharing mechanisms<br/>Helpful coordination</p> | <p>Funding delays hampered project activities – flexible and on-time funding</p> |





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| <p>Development of National Acute Water Diarrhoea Prevention and Control (NAWDPC) Strategy- Director General- Health Promotion and Disease Prevention General Directorate- USD 50,000<br/>Result area: Sector-specific support to adaptation</p> | <p>Integration of climate change in national Water Strategy</p>  | <p>Prepared and endorsed the Terms of Reference (TOR) and recruited Consultants for the development of the NAWDPC Strategy;<br/>b. Production of the Template of the Strategy by stakeholders and agreement on the Work Plan to be used by the team of consultants assigned to prepare the NAWDPC Strategy;<br/>c. Conducted sectoral and cross-sectoral scoping meetings to identify gaps in the preparation of NAWDPC.<br/>d. The consultants collated and reviewed available information on AWD reduction in the country.<br/>e. Prepared and circulated the Draft NAWDPC Strategy document for potential reviewers.<br/>f. Conducted validation workshop and endorsement of the NAWDPC Strategy.</p> | <p>No comment from Project Proponent</p>   | <p>No response/comment from Project Proponent</p>  | <p>No response/comment from Project Proponent</p>   |
| <p>Community-Based Adaptation to Climate Change for Ethiopian Agriculture- Identification of impacts, coping mechanisms and adaptation mechanisms (University of Gondar)<br/>Result area: Sector-specific support to adaptation</p>             | <p>Research project in Adiarky region collecting climate vulnerabilities, existing coping mechanisms and associated key intervention areas in one region through community consultations, semi structured interviews and key studies; watershed management activities improved through committees; Six month duration; Budget: USD 50,000.</p> | <p>Farmers manuals printed and distributed based on risks, coping mechanisms and adaptation<br/><br/>Watershed management improved through capacity building and skills sharing amongst “good managers” facilitation<br/><br/>Climate Change Research centre established at University of Gondar<br/><br/>Watershed management committees acknowledged for best practice watershed management by government</p>  | <p>Through facilitation of sharing coping mechanisms and adaptation, livelihoods improved<br/><br/>Watershed better managed through communal understanding</p> | <p>Good community ownership<br/><br/>Field demonstrations and learning by doing – good skills building method<br/><br/>Good coordination of CC Dare Ethiopia coordinator<br/><br/>Good communication with UNEP Management<br/><br/>Integration of cultural values of traditional ceremonies – using traditional leaders and prominent actors in the community gets much better buy-in from the community</p> | <p>Funding delays caused project to take one year, instead of six months – better coordinated funding mechanisms and keeping to timeline<br/><br/>Raised expectations by community and project proponents – clear communication from management team on project closure and possibilities for further funding</p> |

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| <p>Adapting Mechanism for Climate Change Impact on hydrological Extremes and Crop Production - Arba Minch University- \$47,190<br/>Result area: Sector-specific support to adaptation</p> | <p>Adapting mechanism for climate change impact on hydrological extremes</p> | <p>a. Collections of climate data from metrological stations;<br/>b. Identification and selection of appropriate Digital Elevation Model (DEM);<br/>c. Conduct statistical downscaling for two hydrometeorological stations within the watershed using collected climate data, to compare the Regional Climate Model (RCM) output with the Down Scaling Model (DSM) output and also to check the model realities on hydrological extremes;<br/>d. Setup the hydrological model (RCM, RegCM4) based on the downscaled outputs, and conduct simulation runs using historical data for the base period;<br/>e. Conduct flood mapping for the Baso River using the output of the simulation conducted under (d) and baseline and climate change scenarios;<br/>f. Conduct assessment of the vulnerability of the communities living within the watershed to hydrological extremes under climate change using the flood mapping results obtained under (e) above.</p> | <p>No comment from Project Proponent</p> | <p>No comment from Project Proponent</p> | <p>No comment from Project Proponent</p> |
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| <p>Community Led Buffer Zone Establishment Around Gilgel Gibe 1 Hydropower Development Project (Ministry of Mines and Energy)<br/>Result area: Sector-specific support to adaptation</p>                    | <p>Communication and capacity building through learning-by-doing to create conservation buffer zones around the Gilgel Gibe 1 hydropower station; capacity building for alternative livelihoods to move farmers out of buffer zone; six months duration; Budget: USD 50,000.</p> | <p>Buffer zone established and land rehabilitated<br/>Community moved out of buffer zone and conducted alternative income work<br/>182 project beneficiaries<br/>Strong community ownership</p>  | <p>Acceptance and understanding of the need for the buffer zone<br/>Livelihoods improved through other income generation activities<br/>Skills developed of project beneficiaries<br/>Project being replicated by government at other hydropower stations</p> | <p>Good communication with community – two-way<br/>Good experiences from regional workshops<br/>Good support from UNEP Management</p> | <p>Release of funding in three tranches made implementation difficult – funding could be given in two tranches instead, with a bulk given at inception</p> |
| <p>Adapting to Climate Change through promotion of Conservation Agriculture (CA) in East Gojam Zone- Amhara Regional State.- MoAARD)- USD 45,000<br/>Result area: Sector-specific support to adaptation</p> | <p>Conservation agriculture and other innovative adaptive mechanisms piloted and built capacity in East Gojam</p>  | <p>a. Conducted National Workshop on Conservation Agriculture in collaboration with COMESA on which NGOs, high level decision makers, agricultural research institutes participated.<br/>b. Conducted sensitization workshop on project site for 44 participants drawn from zonal, district offices and research institutes. Job planter (improved technology appropriate for CA) imported in 2010 by FAO was displayed at the workshop.<br/>c. Conducted field visits to Dejen and Awebel Districts for Conservation Agriculture development partners.<br/>d. Conducted a five-day training workshop at Regional level for 37 Zonal, District and Woreda level experts;<br/>e. Prepared and distributed a technical manual on conservation agriculture to participants of the training workshops and other stakeholders.<br/>f. Development and distribution of Bulletin and brochures;<br/>g. Provided a 4 days training workshop on conservation agriculture to 38 development agents and farmers on the project site;<br/>h. Established and trained 14 Groups of 25 farmers per Group;<br/>i. Procured agricultural inputs that</p> | <p>No comment from Project Proponent</p>  | <p>No comment from Project Proponent</p>  | <p>No comment from Project Proponent</p>   |

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| <p>Ghana</p> | <p>Finalization of the National Climate Change Adaptation Strategy- (NCCAS); Was planned as an 8 months project to be completed December 2009 with a budget of \$150,000; \$45,000 already disbursed and spent; \$60,000 Result area: Sector-specific support to adaptation</p> | <p>The development of the National Climate Change Adaptation Strategy (NCCAS)</p> | <p>Before the development and publication of the strategy, Ghana had no coordinated system of dealing with climate change adaptation – now they have a 10 year strategy in 10 prioritized sectors, the document, since its inception, has attracted 2 high level projects funding from GEF and Japan</p> | <p>Effective stakeholder involvement</p> <p>Availability of technical capacity in the subject matter in-country</p> <p>Availability of dedicated funds through CC Dare</p> <p>High level of political support and buy-in by Government and Parliament</p> <p>Good technical support from UNEP Management</p> | <p>Difficulty in involving the private sector in the whole process, this was not any deliberate act on the side of the project coordinating unit but as a result of failure to honour the several invitations that were extended to the private sector to be part of the process – a better communication and engagements strategy, perhaps elevating the message to a higher priority for private sector interest</p> <p>Inadequate funding – more strategic funding from other sources(?)</p> <p>Additional suggestion from project proponent: UNEP could improve its communication to beneficiary countries, in Ghana communication was not very strong</p> |
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| <p>Phase 1: Integrating climate change adaptation in the Agriculture and Natural Resource Curriculum in Malawi<br/>Result area: Sector-specific support to adaptation</p>                                       | <p>Phase 1: developed a Masters student programme (curriculum) on climate change adaptation in agriculture and natural resource management for the Lilongwe University of Agriculture and Natural Resources; establishment of partnership and close working relations with local government of Chikhwawa and Nsanje Districts as target group for the review and revision of Agriculture and Natural Resource Management curriculum; collection of indigenous knowledge and coping strategies; identifying best practices – particularly at district level; assessment of current needs in training; identification of ways of improving quality of professional development in climate change (10 months) completed August 2010. (Bunda College) Budget: USD 31,713.</p> <p>Phase 2: Built capacities of communities in Ntombosola (Chikhwawa District) to develop effective adaptation strategies to climate change in dealing with agriculture and natural resource management ; enhancing climate change resilience community level (e.g. through sinking a borehole for the relocated community, conservation agriculture and training), twelve month duration, Budget: USD 80,000.</p> | <p>Phase 1: Development of climate change integrated curriculum at the Master of Science degree level in collaboration with Department of NRM at Bunda College, Senate approval</p> <p>Professional capacity needs assessment</p> <p>Four training modules on climate change for stakeholders in English and Chichewa</p> <p>Documentation of indigenous knowledge on coping strategies and adaptation</p> <p>Phase 2: Developed manuals/ toolkits to aid in training, conducted ToTs</p> <p>Demand-led training of high school teachers, 40 teachers trained so far</p> <p>Trained large number of households in entrepreneurship and vegetable gardening and distributed indigenous vegetable seed, 20 watering cans to community</p> <p>Distribution of grafted mango seedlings and Albizzia lebeck seedlings for planting and around boundaries and garden and riverine</p> <p>Drilled one borehole for communities in Ntombosola for provision of drinking water</p> <p>Produced two documentaries (DVDs) on project activities in Chikhwawa including challenges of climate change and adaptation</p> | <p>Phase 1: Masters level education on climate change specific to Malawi context to improve professional capacity (first round of students in June 2013)</p> <p>Indigenous knowledge highly valued and captured</p>   | <p>Phase 1: High level of ownership by government and commitment to the process, acceptance of curriculum with minor comments</p> <p>Wide stakeholder participation, even collecting knowledge at community level towards masters course</p> | <p>Phase 1: University underwent changes (became separated from its mother university as a stand-alone), this caused unexpected delays in the process of passing the curriculum through the system towards the implementation – contingency plans in place, although these types of delays are unexpected and causes are external</p> |
| <p>Phase 2: Integrating climate change adaptation in agriculture and natural resources management in Chikhwawa District of Malawi (Bunda College)</p> <p>Result area: Sector-specific support to adaptation</p> | <p>Phase 2: A community now has access to water (previously had to walk 7 km or more to get water), especially community of women now have time to do things like gardening, alternative income generation</p> <p>Capacity development of community through demand led adaptation practices</p> <p>Through invitation and presence of the Chikhwawa Member of Parliament at the borehole and adaptation ceremony at the community, the community voices are now heard (exposure of MP to root problems and</p>   | <p>Phase 2: Really good communication through invitation of MP to community project implementation procedures</p> <p>Learning by doing has high impact at community level</p> <p>Good regional cooperation through workshops and good UNEP support</p> <p>Good Coordination through national coordinator</p> <p>Community resilience enhanced through participatory processes</p> <p>Collection of indigenous knowledge towards enhanced knowledge platforms of high value</p>  | <p>Phase 2: Initial mistrust from communities due to previous bad experiences from donors and development partners (empty promises) – enhanced communication and transparency can go a long way to break down the mistrust</p> <p>Fuel scarcity had a knock-on effect for project implementation – difficult to mitigate in the political climate of the time</p> |  |   |

Malawi



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| <p>Improving CCA for rural communities in Karonga District and Mainstreaming Climate Change Adaptation into the District Development Planning System (CURE)<br/>Result area: Sector-specific support to adaptation</p> | <p>Goal of project for both phases was to contribute towards poverty reduction among affected communities in Karonga through enhancement of access to information on climate change impacts and adaptation and build capacity to mainstream climate change adaptation strategies into the planning system; Phase 1 included baseline studies of general climate change awareness and mainstreaming climate change into district development plans of Karonga; Phase 2 included implementation and demonstration of pilot projects, and ToTs (based on Crystal)<br/>Using lessons learnt from previous projects (e.g. IUCN/CURE project on riverbank stabilization); sensitization of communities through crop diversification, riverbank stabilization, awareness material dissemination on cc risks; Budget</p> | <p>Awareness meetings on crop diversification and water harvesting techniques<br/>Small scale irrigation systems to use harvested water for agricultural purposes<br/>Communities trained on vegetable production<br/>Climate change integrated into Karonga district contingency plan, training for district staff, district protection committee, area development committees<br/>Piloting various activities on rainwater harvesting, crop diversification, riverbank stabilisation<br/>Various communication materials, e.g. documentary on Karonga climate change impacts and adaptation mechanisms</p> | <p>Vast improvement on livelihoods with knock-on effects<br/>Sensitized communities with regards climate change<br/>Skill developments, both at community level and district level for sensitization and mobilizing on climate action<br/>Contingency planning towards district development planning – for knock-on effects into other districts<br/>Communication of project lessons and achievements resulted in replication into other districts (Salima) through funding from Oxfam</p> | <p>Lessons learnt from previous projects adapted to this project<br/>Piloting various activities, learning by doing approaches<br/>People owned the process from the beginning which helped sustainability and ownership<br/>Activities taken up<br/>Good coordination at country level and support by UNEP management<br/>Dissemination and use of materials wide<br/>Regional sharing mechanisms were good (District team joined project proponents on CC DARE workshop for good exposure)</p> | <p>High staff turnover means that training staff (at district level) can sometime be ineffective, although in one case a district staff member moved to another district and thus took new knowledge with her and projects are starting up there – being flexible and adaptive, e.g. where do staff move? Can one capitalise on the human resource in the new position?<br/>Capacity gaps and challenges made implementation difficult - capacity assessments may help to find where the capacity gaps need vast improvement<br/>Funding of 5% to each project which should have been allocated to coordinator activities was never allocated from CURE to coordinator, as a result coordinator never visited the site – coordination mechanism should receive funding directly for coordination activities</p> |
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|   | <p>Strengthening the management of natural resources in the impoverished Blantyre North area and enhancing the communities' resilience to climate change adaptation- Forest Research Institute of Malawi (FRIM)<br/>Result area: Sector-specific support to adaptation</p> | <p>Strengthening natural resource management, climate change awareness and research and development through learning by doing approaches of piloting innovations and conservation agriculture as well as deal with major deforestation issues through agroforestry programmes; using "lead" farmers to demonstrate conservation agriculture in various sites of their land to test which practices are most effective with the aim of having lessons learnt for improved food security in a changing climate, ) 6 months-2009/10 Budget: USD48,550.</p> | <p>Training on conservation agriculture principles and types of conservation agriculture with emphasis on herbicide application<br/>Demonstration blocks on conservation agriculture types suitable for area (through lead farmers)<br/>Understanding and sensitization of community to linkages between activities like deforestation and climate change and drought<br/>Natural Resource Management Committees formed or strengthened<br/>240 families benefitted directly from conservation agriculture piloting and knock on effects</p> | <p>Vast improvement in food security and livelihood of 240+ families, e.g. one lead famers bearing enough yield to sustain his family and sell produce to e.g. pay for school fees<br/>Enhanced conservation through SIM practices and farming methods<br/>Yielding real results, enhanced quality and quantity of crop yield<br/>Major knock on effect and replication through lead farmer demonstrations – one lead farmer, for instance, had 48 farmers replicate his practices<br/>Massive improvement in community food security, livelihood and dignity<br/>Profile of deforestation raised</p> | <p>Learning by doing has created major skill enhancement of farmers in community<br/>Trained agricultural extension staff to carry on supporting, long term mechanisms included from the start of project<br/>Using lead farmers (who are prominent leaders in their community) to demonstrate pilots that are working has a large knock on effect and massive potential for replication and upscaling<br/>Project proponent passion and hands on approaches worth learning from<br/>Good coordination and involvement from country coordinator</p> | <p>Still dependence of some communities on inputs, especially with regards fertilizer – increase in funding or strategy for further funding, or alternative income generation for fertilizer(composting?)<br/>Raised expectations from funding sources – clear communication and transparency on availability of funds<br/>Massive potential for upscaling, budget too small to get to more communities but major buy in and demand for upscaling the project from communities surrounding – funding strategy to further support the upscaling of the project, providing more adequate support to lead farmers to become communicators to community of farmers (e.g. one lead farmer has transport problem, and would be helpful for him to have a push bike to get to farms further away to share and train)</p> |
| <p>Adjustment in the National Science and Technology Policy with the insertion of climate change and environment issues to initiate integration of climate change in the policy (NCST)<br/>Result area: Sector-specific support to adaptation</p> | <p>NCST Policy went through a review process, this project used this review to integrate climate change considerations into policy through extensive stakeholder and policymaker consultations 8 months, Completed July 2010 Budget: USD30,000</p>                         | <p>Integration of climate change into policy as a step towards more climate change integration into national development planning<br/>NAPA priority</p>   | <p>First decision-making step towards the full integration of climate risk into planning processes of central government</p>   | <p>Good government ownership and buy in of the climate change priorities<br/>Good support from country coordinator and UNEP management<br/>Adequate timing and adaptive as policy was undergoing review anyway<br/>Large stakeholder process helped for a wide input base<br/>NAPA process conducted by same people who did policy review so good alignment</p>   | <p>Transition period of when Division became Commission and as a result the team lost the authority and had to pass it onto government division for final stages of policy, which took more time – no real suggestion for improvement, unexpected change in government structure could not have been accounted for</p>  |   |

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| <p>Phase 1: Historical Climate INAM Database Recover (HCID)</p> <p>Phase 2: Rainfall atlas for Mozambique</p> <p>Result area: Sector-specific support to adaptation</p> | <p>Phase 1: Historical Climate INAM Database Recover (HCID): computerization of “ancient” rainfall data from 1909-1951; “newer” data was already processed previously (1951-1990) (still adding more recent, funded through AAP) (2009-2010)</p> <p>Phase 2: Rainfall atlas for Mozambique, targeted at decision makers especially in agriculture sector</p> | <p>Rainfall data for 1909-51 computerised and accessible as well as saved</p> <p>Atlas produced, awaiting return of 50 printed copies from printers in Cape Town for launch and dissemination amongst decision-makers; to be launched and incorporated into new INAM agriculture info portal</p>   | <p>Effective injection to INAM’s climate change work; catalysed follow-on activities in Meteorological Services</p> <p>Practical product that can be applied by technical end-users – helps INAM to position themselves as relevant service provider</p> <p>Data analysis was very difficult – but was achieved</p>   | <p>Project very flexible and could adapt as needed</p> <p>Funding flowed easily, as long as reports were in order</p> <p>Catalytic and strategic funding Leveraged additional funding from Denmark (30,000EURO) which allowed to hire a consultant to “improve” data support modelling</p> <p>Got follow-on support through World Bank project (Pilot Project for Climate Resilience, PPGR)</p> <p>Received good technical support and advice from UNEP Management</p> <p>Participated in several CC Dare workshop – in Mozambique 2 meetings, one national, one international, which really helped to understand CC Dare context and share experiences; also Nairobi 2012 workshop</p> |
| <p>Introduction of new adaptation techniques to Climate Change related top soil erosion in Xai-Xai City</p> <p>Result area: Sector-specific support to adaptation</p>   | <p>Introduction of new adaptation techniques to climate change related to top soil erosion in Xai-Xai City, mostly nursery development, Phase 2 up-scaling, block pressing and nursery, development of anti-erosion infrastructure; March 2010 to November 2010, 10 months duration, Budget: USD 48,500.</p>   | <p>Established numerous soil-erosion protective infrastructure around Xai-Xai town, especially at high risk roads and public buildings such as schools</p> <p>Adapted observed innovation from Praia (at resorts) to local needs; now being systematically up-scaled through own Municipal budget</p> <p>Good awareness raising opportunity</p> <p>Employment for youth – good demonstration</p> | <p>Infrastructure development demonstration has led to action by local decision-makers to support integration and up-scaling of adaptation technology</p> <p>Less soil erosion and water run-off at demonstration sites</p> <p>Enthusiasm for climate change adaptation action amongst decision-makers and public</p> <p>Full integration of scaling up into municipal budget</p> | <p>Easy financial flows upon acceptable reporting</p> <p>Good technical support from UNEP Management (Richard Munang)</p> <p>Good youth work team</p> <p>Linked to road improvement in some areas – run-off managed and better roads – high impact amongst community</p> <p>Good uptake by Municipality, integration into municipal budget – project will continue</p> <p>Regional workshop (Kenya) lesson sharing good opportunity for peer exchange</p>   |



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| <p>Phase 2 of project very ambitious development of Govuro Coastal Zone through better adaptation to climate change using community-based integrated coastal zone management approach – better and more realistic budgeting</p> <p>Phase 1: Sustainable development of Govuro Coastal Zone through adaptation o climate change using community-based integrated coastal zone management approach, December 2009 to May 2016, Budget: USD 50,000.</p> <p>Phase 2: Community-based adaptation activities in Limpopo Delta – Zongoene: EBA through Mangrove rehabilitation, community development: (1) Fish farming and (2) Crab farming; 2011-2012, Budget: USD 62,000.</p> <p>MICOA coordination of CC Dare programme very weak</p> <p>International networking does not work well – need to explore more deeply what is needed and how it can work; would be useful, for example INAM learned from Madagascar experience for hazard mapping</p> <p>No exchange amongst the CC Dare teams in Mozambique, e.g. other projects did not take into consideration existing climate information – better coordination helps to create platforms for sharing, much like the Malawi and Ethiopia cases where coordination was strong, and thus projects were sharing information and exchanging experiences and even partnering on new ventures</p> | <p>Climate risk and vulnerability studies for Govuro district, which are widely used for risk assessment and response planning</p> <p>Tangible local level CBA activities in Zongoene, which reduce local vulnerabilities to climate change</p> <p>Project interventions furthered and integrated into local activities; plans for upscaling, e.g. more fish ponds and prawns farming</p> <p>Even after flood impact in early 2013 people motivated and will resume mangrove rehabilitation and continue with local actions on crab and fish farming</p> <p>Increased awareness about climate change and climate change adaptation amongst decision-makers, practitioners and local community</p> <p>Awareness raising campaigns for politicians and media coverage – high impact and visibility</p> | <p>Evidence-based information available and applied for CRM and CCA for Govuro District (e.g. in response planning INGC, but also local government)</p> <p>Strong demonstration effect of CBA and EBA activities – strong buy in by decision-makers and local people</p> | <p>High level of buy in by traditional leadership</p> <p>Strong inter-governmental collaboration technical advice from Ministry of Agriculture and UEM college (marine sciences) staff for aquaculture interventions</p> <p>Accessibility of implements (fish stocks and feed) through commercial enterpr in Vlianculos</p> <p>Govuro information needs responsive application and use by many institutions and local government</p> <p>Community projects at Zongoene well established: people benefit directly and are motivated to continue intervention and up-scale</p> <p>Four families are employed at mangrove rehabilitation nursery and are now supported through CDS annual budget</p> <p>Strong demonstration effects – mangrove rehabilitation seen as beneficial</p> <p>New UNEP project, Limpopo River Basin resilience (through Richard Munang)</p> <p>Very good relationship with UNEP Management (Richard Munang), easy correspondence and exchange</p> <p>Fast approval of reports and immediate disbursement of funds</p> <p>Flexible funding made it easy to implement</p> <p>National and international workshop participation helpful</p> <p>Closing meeting in Nairobi useful</p> |
| <p>2013 flood, nursery under water, bricks had to be relocated temporarily, have to start nursery again – climate risk planning in project development</p>   |  |  |   |











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| <p>Strengthening the capacity of tertiary education through mainstreaming adaptation to climate change into university curricula (SCTEACCUC)<br/>Result area: Capacity-building for mainstreaming climate change</p> | <p>Strengthening the capacity of tertiary education through mainstreaming adaptation to climate change into university curricula; February to October 2010, extended to December 2010, Budget: USD44,033</p> | <p>Approved university curriculum by 2013, for implementation in 2014<br/>Consultations amongst key stakeholders throughout Mozambique, strong awareness raising amongst tertiary education institutions</p> | <p>Acceptance of MSc course at UEM's Science Faculty<br/>Awareness about importance of such a course at many tertiary institutions and amongst students</p> | <p>CC Dare funding – good value<br/>Consultations – bringing people from different institutions together and discussing climate change was a great success<br/>Found out what is ongoing in terms of CRM and CCA in other institutions in country (esp higher learning institutions)<br/>Demand surveys for such a course very useful<br/>Attended international meetings where they learned from other countries such as Tanzania and South Africa<br/>Achieved truly interdisciplinary curriculum, and intake of students from a wide range of Bachelor level backgrounds will be admitted into the course (e.g. architects, agriculturalists, sociologists, etc)<br/>Financial reporting simple, had national workshop which gave guidelines for reporting, prepared them well<br/>Excellent follow up and technical support and advice from UNEP Management (Richard Munang)<br/>Useful “lessons learnt” workshop and individual meetings with UNEP Management<br/>UNEP Management (Richard Munang) linked project to new funding sources</p> | <p>Internal processes take very long for full accreditation of a Masters level course, difficult to see full results with limited project time horizon – integration into planning that formal education processes are lengthy in time<br/>Project administration not easy, lots of reporting, a lot of pressure on leaders, human resources limited for amount of funding, use of students – Use of students is a good way of building capacity and getting work done at lower costs<br/>MICOA coordination function did not work; overcommitted and political reasons, MICOA and INGC issues for coordination has impact on projects and integration of outcomes – use of case studies like Malawi and Ethiopia in terms of effective coordination, selection of another coordination institution perhaps<br/>Not enough peer learning amongst CC Dare partners in country, which led to some other projects not being completely technically sound (project proponent opinion) – better coordination, or at least a national peer learning platform could have helped, also more technical advice from UNEP Management, or quality control<br/>Improve national coordination, stand alone projects could achieve more if there was better national peer learning and sharing mechanism as well if policy linkages could be more systematically established<br/>Could use short course from their curriculum to build capacity and implemented by practitioners that are not fully knowledgeable about climate change should get more</p> |
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| <p><b>Rwanda</b></p> <p>Building capacity and raising awareness for a sensitive community on climate change adaptation in Rwanda. (NBDF)<br/>Result area: Capacity-building for mainstreaming climate change</p> | <p>Various climate change awareness raising and capacity building initiatives to 30 NGO, government, media, including sporadic “learning by doing” exercises (e.g. tree planting for reforestation with politicians), 2009-2011, Budget: USD90,000.</p> | <p>Various materials developed and disseminated</p> <p>Communications strategy developed</p> <p>Various capacity building programmes and climate change adaptation awareness generated</p> | <p>Large media momentum around climate change adaptation awareness</p> <p>Climate change integration into high level decision-making through working groups (Joint Action Development Programme)</p> <p>Integration of climate change into Nile Media Network</p> <p>Community empowerment in decision-making processes</p> | <p>Using local communities in a bottom-up approach powerful tool and very participatory</p> <p>Journalists included in capacity building to raise profile as well as connect them to the actors and practitioners</p> <p>Learning by doing approaches worked well</p> | <p>Use/popularisation of materials questionable (asking other project proponents and they had not heard of materials) – Review communications strategy to improve dissemination and advertising of materials</p> <p>Communication issues in terms of raised expectations – clear communication about what is possible and end of project</p> <p>Large media momentum for a few months, then sharp drop – communications strategy on how to engage media in long term</p> <p>Timeframe and budget inadequate – comment from NBDF, increase flexibility in terms of timing and funding injections (or keep to original funding tranche agreements)</p> |
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|  | <p>Adapting to Climate Change through Land Conservation and Biodiversity in Gishwati Area in the Nyabihu District (RENGOF)<br/>Result area: Sector-specific support to adaptation</p>   | <p>Developed land suitability plan of the Nyabihu District, zoned mountain areas into high, moderate and low risk to better assess land uses per areas; through participatory processes and climate change awareness, relocated people from high risk zones to low risk zones; alternative livelihood options were pursued; 2009-2011; Budget: USD 60,000.</p> | <p>Land suitability plan developed and fully implemented by government<br/>Three villages (Mukumaira, Kijote, Kanembwe) provided land for cultivation<br/>Extension staff involved in training of trainers<br/>789 families relocated in first plan, from high risk zones, were given ¼ of their previous land, free housing and some forms of alternative livelihoods (other markets, handicrafts, microfinance, public works, direct support)<br/>Gishwati Water and Land Management Project</p> | <p>Land use changes have resulted in landscape being rehabilitated in entire Kiyabihu District (as a knock on effect)<br/>Communities directly benefitted and gained an understanding of the inter-linkages between human actions, land degradation and climate change<br/>Large Government buy in through the establishment of the Water and Land Management Unit in Kiyabihu District and 25 million USD investment to implement Land Suitability Plan<br/>Recognition of project at Cabinet Level, high risk zones gazetted and zoned for reforestation and protection</p> | <p>RENGOF as NGO very good and participatory implementation, high motivation<br/>Good inter-ministerial collaboration through effective partnership formation, inclusion and participation (MA, MLGRD, Minirena)<br/>Good local government buy in<br/>Related activities now key priorities by government<br/>Good support from UNEP Management</p> | <p>Delays in disbursement of funding which meant service providers could not be paid caused distrust and bad working relations – clear communication about delays in funding, create mechanisms to fast-track funding disbursements<br/>Comment from RENGOF on unfulfilled promise on second phase which led to loss of hope in communities and distrust – “UNEP/CCDARE should provide the second phase funding to the projects that had already signed SSFA, for instance we signed SSFA of our project on 17/05/2011 up now. This has led to the loss of hope of our beneficiaries from that second phase project, yet they were expecting a lot from it in terms of adaptations strategies”<br/>More funds needed – longer-term financial support – “UNEP/CCDARE should be considered by the UNFCCC and negotiating countries in COPs to be number one of the adaptation fund channels in sub Sahara Africa, where by the developed nations can channel the contribution of their CCA commitments. I think this should be brought or tabled to UNEP GC and even in UNFCCC negotiations and COPs”<br/>Timeframe was not adequate, and not enough peer learning among partners - more time for the project and more exchange between project developer for knowledge sharing.</p> |
|  | <p>Integration of the Climate Risk in the national planning and development frameworks- National Planning Ministry<br/>Strengthening of local population capacity for Management and Exploitation of NR in the Senegal Delta taking Climate</p> | <p>This project changed to integration and awareness to risk planning in local government development plans and was coordinated by the Ministry of Environment, Directorate of Environment.</p>  | <p>Local municipalities, farmers and the Ministry of Planning capacity building on climate risk management.<br/>In agriculture sector the project worked with the Ministry of Environment to train farmers on best practices.<br/>Local councils of Refusque and Bargni – awareness and training on climate risk management, especially sea level rise and</p>   | <p>Local councils of Refusque and Bargni are implementing city programmes developed through the CC DARE projects on adaptation to sea level rise and coastal erosion.<br/>Awareness generated throughout municipalities.<br/>Ministerial cooperation foundation.</p>  | <p>Good ownership and buy in from farmers.<br/>Good ownership and buy in from municipalities.<br/>UNEP Management support was efficient.<br/>The approach of the project was really novel and innovative; it allowed partnerships between government and NGOs and wide stakeholder participation.</p>   |  |

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|  | <p>Strengthening of Institutional capacity for the identification, documentation and dissemination of information needed for forecasting to adapt to Climate Change- Management of the Regional Planning Awareness raising among the population for the integration of climate change risk in the urban plans- Direction for the management of land-use planning. Result area: Capacity building for mainstreaming climate change</p> | <p>No comment from Project Proponent/no information found in background</p> | <p>No comment from Project Proponent/no information found in background</p> | <p>No comment from Project Proponent</p> | <p>No comment from Project Proponent</p> | <p>No comment from Project Proponent</p> |
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| <p>Collection of rain water from schools roofs to be used for domestic uses at school level, such as the school garden, clean ups and Toilets<br/>Result area: Sector-specific support to adaptation.</p> | <p>Implementation of RWH projects in pilot schools in Mahe (4), Praslin (3) and La Digue (1) islands, covering primary, secondary and combined schools; the important of not only providing hard ware solutions, but embedding the activity in soft learning through e.g. school competitions, curriculum activities; parents involved in projects also, generally believe that covering EE in schools has important spill over effects at home</p> | <p>Established RWH infrastructure in at least 8 schools on three main islands<br/>RWH was a topic of national and international competitions and awareness days - great awareness and capacity building around climate change and RWH<br/>Schools report costs saving for water, usage of flushing toilets, washing hands, garden use, kitchen use, etc<br/>Uptake of initiative on policy level, Government directive that all new school buildings should incorporate a RWH infrastructure component – to safe water, costs and raise awareness on climate change and environment</p> | <p>Demonstration effect spurred sectoral policy elements on RWH<br/>Not only providing hardware, but embedding the practical RWH demonstration in a more holistic EE approach was successful<br/>Integration of EE into large context, e.g. using example for math classes for calculating water volumes, technical classes for construction, poems for language classes</p> | <p>Integrated approach (hardware and software)<br/>Using students to set up structures themselves at secondary schools, involving parents at secondary primary schools, appoint lead teachers and make them responsible, this built great ownership<br/>Other countries approached Seychelles for sharing best practices and these are being replicated<br/>Regional workshop in Seychelles<br/>Good technical and other support from UNEP Management</p> | <p>It is a big challenge to solicit the materials needed, quite expensive to purchase water tanks for instance – perhaps can look at a more systematic level at producing materials from recycled materials on Seychelles<br/>The school visits some years after project completion indicated a few problem areas:<br/>At one school the foundation for the water tanks was never finished by the contractor, the design was also bad, not strong enough for the volume of rainwater to be collected and carried – should have been and M&amp;E components more closely accompanying the project intervention<br/>At another school all gutters were broken and no water is being collected, although the building was brand new (Chinese built), gutters deteriorated within one year – low quality building is a practice avoided<br/>Some schools found that the pipes from the water tank to the usage place were too small – a M&amp;E component or continuous adaptation and testing of best technologies would have been helpful<br/>UNEP was not strongly recognized as the support of the project at school level and mostly reference was made to UNDP (who consequently were not involved in CC Dare in Seychelles), at times it was not evident if actually an intervention was related to CC Dare or some other funding, which made it difficult for evaluation team to establish this information<br/>Peer learning amongst different schools should be fostered, there were some excellent technological innovations at some schools</p> |
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Seychelles

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| <p>Increasing climate monitoring and climate change assessment in the Seychelles (SIF, MET Services)<br/>Result area: Sector-specific support to adaptation</p>               | <p>Four automatic weather stations were established (2009) on the Outer Islands to start building a more comprehensive climate monitoring system for the Seychelles; currently the only long-term data collection point is Mahe; all "soft" support i.e. establishment, calibration and data monitoring as well as maintenance is done by the Ministry with NGO support; Budget: USD 75,000 (equipment only, manufacturer paid directly)</p> | <p>Four automatic weather stations obtained, installed and operational<br/>Data tracked and used for climate monitoring purposes, as well as local research<br/>Sometimes have data interruptions – have send out technicians to fix problems successfully<br/>Links with regional and global Met related services such as Meteo France, UK, SA and Indian Ocean Islands (Mauritius, Comoros, Madagascar, Seychelles), feed data into such systems<br/>Strong local ownership and stations fully integrated into ongoing Met Services, including maintenance<br/>Recently there was a cyclone that hit Seychelles, leading to flooding and land slides; it is very important that the climate information be used to established EWS in the future, there are such plans at the Met services, it is clear though that many more climate stations are needed to establish a satisfactory climate network</p> | <p>Greatly improved the existing data network<br/>Improved data for decision support</p>   | <p>UNEP Management support good and easily accessible<br/>Regional meeting in Mozambique and Kenya good, such regional peer learning should be encouraged<br/>Met services also assisted the RWH project and provided some important climate data for it, good partner relations and in-country collaboration</p> | <p>Too much reporting, often on the same things just having to use different templates – create more coordinated mechanisms for reporting</p> |
| <p>Building up capacity in sediment dynamics/coastal erosion along the coastal zone of the Seychelles.<br/>Result area: Capacity building on mainstreaming climate change</p> | <p>Capacity building workshop with international expert through the Coastal Erosion Project</p>  | <p>Workshop held and well attended by technical staff of Ministry<br/>Some good new practices were identified<br/>Follow-up on coastal erosion in Thailand – although not funded by this project this is a direct follow-on action stemming from the initial support</p>  | <p>Some new techniques and technical know-how for coastal zone management and erosion control options<br/>Realisation of the importance of the challenge, i.e. to the tourism industry in Seychelles</p> | <p>Simple support, got technical inputs from international consultant</p>   | <p>Too short and activity, follow up funding needed – funding strategy to implement some techniques</p>                                       |



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| <p>Tanzania</p>   | <p>Improving smallholder livelihoods through woodlots management: an adaptation to climate variability &amp; change in Makete District, Tanzania.- Division of Technology, Industry and Economic (DTE).<br/>Result area: Sector-specific support to adaptation</p>   | <p>Natural Resource Management through woodlot management as a coping strategy.<br/>May 1 2009 to 31 December 2009</p>                             | <p>Created awareness on the adoption of the recommended woodlot management practices and introduction of alternative income generating activities at all levels including district council officials, ward leaders, village leaders and farmers<br/><br/>Distributed 150 woodlot management guidelines to smallholder famers in 15 villages to assist them in implementing the recommended management practices<br/><br/>Assessed the adoption rate of the recommended woodlot management practices<br/><br/>Identification, introduction and demonstration of alternative income generating activities and development of guidelines for forest reliant communities<br/><br/>The results of this project were published as a scientific paper international peer reviewed journal</p> | <p>Capacity of local people to adapt to climate change impacts through proper woodlot management practices enhanced<br/><br/>Smallholder woodlots as an adaptation to climate change impacts mainstreamed in national and local level policies and strategies<br/><br/>Alternative activities to enhance the adaptive capacity and resilient livelihoods of forest communities introduced</p> | <p>Implementation of the project activities involved all relevant stakeholders including farmers, village leaders, ward leaders, Makete District Council officials and Pyrethrum Company of Tanzania; since all of them were responsible for supporting famers in development issues, they ensure continuity - changing people's behaviour on woodlot management needs time and continuous awareness<br/><br/>Woodlot management guidelines important aspect of project sustainability since they are the tools for guiding farmers even in the absence of technical people in woodlot management<br/><br/>Guidelines were developed based on farmers own experience in managing their woodlots as well as technical recommendations from the university<br/><br/>Timely disbursement of funds by UNEP</p> | <p>Although the project tried to solve barrier by producing guidelines and increasing adaptive capacity, the absence of extension officers in most villages is still a problem<br/><br/>Woodlot production is relatively long term investment - suggestion for a follow up study on rate of adoption of the demonstrated pyrethrum and apple production as alternative income generation</p> | <p>Funding delays – funding released on time is necessary to enable project implementers to implement projects on the required calendar</p> |
| <p>Identification, documentation and dissemination and indigenous knowledge (IK) forecasting to adapt the climate change within selected communities in Tanzania (Environmental Protection and Management Services – EPMS)<br/>Result area: Sector-specific support to adaptation</p> | <p>The project dug from the grass root level and brought up information that could be applied and designing and implementation of successful adaptation projects. Information was collected in a local language to Kiswahili and English using interpreters conversant with both languages and the areas were collected.</p> | <p>Policy paper on how to mainstream indigenous knowledge weather forecasting<br/><br/>Production of project findings in English and Kiswahili</p> | <p>Improved livelihoods of vulnerable groups<br/><br/>High capacity and knowledge sharing on issues for planners and extension officers – led to increased communication and coordination<br/><br/>Empowerment of communities</p>  | <p>Use of district officials and extension officers in community consultations to acquire information made them aware of the information collected and helped them apply it to their day to day work<br/><br/>Inclusion of gender and other vulnerable groups acquired valuable information</p>   | <p>Use of district officials and extension officers in community consultations to acquire information made them aware of the information collected and helped them apply it to their day to day work<br/><br/>Inclusion of gender and other vulnerable groups acquired valuable information</p>  |  |   |

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| <p>Supporting Community Groups to Contribute to Mitigation and Adaptation Strategies in Kagera Region in Tanzania. Result area: Sector-specific support to adaptation</p> | <p>Strengthening of technical capacity of civil society and private sector organizations for climate change adaptation - \$50,000- Ministry of Environment and Forestry/Regional network of NGOs Result area: Sector-specific support to adaptation</p> | <p>Two phases; various climate change awareness raising and capacity building initiatives with target groups in all five regions in Togo; focus on community level capacity building through Training of Trainers (ToTs) approaches; local level adaptation best practices, pilots and adaptation learning; Phase 1: 2009-2011, Budget: USD 50,000. Overall initial awareness raising; Phase 2: 2011-2012, Budget: USD 58,000. Targeted support for small scale interventions</p> | <p>More than 110 NGOs and civil society organisations mobilised through activities (major event: workshop)</p> <p>NGO practitioners network on climate change established, website, mailing list operational for knowledge exchange</p> <p>Mostly outputs measured: workshops, number of participants, awareness raising materials (posters, brochures), training manual</p> <p>Adaptation learning through small-grants type support to network members</p> <p>Inventory of ongoing activities in Togo</p> <p>NAPA priority aligned</p> | <p>Major impact and quite numerous civil society organisations have picked up on many interventions as a result</p> <p>First practical climate change adaptation interventions for good learning and demonstration project</p> <p>Professional backstopping impacted positively on local professional capacities</p> <p>Practical demonstration impacts on community level – e.g. agriculture intervention on maize – people help improved harvest in their own hands!</p> | <p>High degree of willingness to participate amongst local NGOs and civil society organisations</p> <p>Small grants type interventions – high ownership and real incentives</p> <p>ADT well networked NGO mandated as implementer – long standing and proven capacity</p> <p>Technical capacity support by UNDP CO and CC Dare management team</p> <p>Phase 1 good foundation for success in phase 2</p> | <p>Website not professional – would need more dedicated funding to establish a better website</p> <p>Timeframe not adequate, strategic and catalytic in some way but frustration that follow-up actions cannot be implemented is high – more time flexibility, or contingencies in place on time frame to implement</p> <p>Not too much interaction with Government – more inclusion of Government</p> <p>High staff turn over at CC Dare Management meant lack of continuity and flow with communications at project level – turn over of staff should include fully fledged hand-overs, perhaps introductions with the project teams</p> | <p>Coordination between in-country C DARE projects had a great impact</p> |
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Togo



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| <p>Rehabilitation of water reservoirs in the Savanne Region for the benefit of women and youth groups (co-facilitated by three ministries)<br/>Result area: Sector-specific support to adaptation</p> | <p>Rehabilitation of existing community water reservoirs for fresh water storage and provision in two communities, as well as irrigation infrastructure, fixing crocodile issues (reinforcing dam walls as crocodiles would dig through and destroy infrastructure); mostly for irrigation, no drinking water quality; 2009-2011; Budget: USD 100,000.</p> | <p>Infrastructure rehabilitated<br/>Over 1500 project beneficiaries<br/>Awareness raising about climate change adaptation, but also environmental issues such as biodiversity at community level<br/>Integration of issues at policy level through meetings and debates<br/>Participatory/joint development of local level climate change adaptation plans<br/>Ministry of Water budgeted for items to follow-up, i.e. rehabilitation of additional sites<br/>Three Ministerial representatives participated in Seychelles meeting (2011)</p> | <p>Water storage and irrigation improved<br/>A visible impact for communities<br/>Cooperation and joint implementation by three Ministries – good foundation for future collaborations<br/>Sustainability success factor – communities really benefited<br/>Recognition at minister level and other senior levels for the benefit of collaborations</p> | <p>UNDP gave certificates, well received and shown to Ministers as a sign of acknowledgement of personal effort<br/>Strong technical support from UNDP CO and UNEP management<br/>Good acceptance of intervention by local people – self-driving project<br/>Direct access to funding and immediate implementation<br/>Very motivated work team<br/>Good inter-ministerial collaboration<br/>Technical staff of the three ministries met regularly once a week – great working experience which should be replicated<br/>NAPA priority</p> | <p>Timeframe not adequate, critical follow-up activities cannot be carried through with – timing of intervention more flexible<br/>Climate impacts and seasonality posed challenges to implementation – more detailed risk planning and adaptive management before and during implementation<br/>Did not undertake a strategic analysis of what would work at onset of project, strategic planning too limited – more detailed and better project preparation including a more realistic budget<br/>No integration with CC Dare NGO partner during project duration – more “bringing together” of partners to learn and share from each other, perhaps use of Malawi or Ethiopia as case studies of partnerships and collaborations (linked to good coordination)</p> |
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| <p>Technical Support to MAAIF to mainstream climate change issues in the Agricultural Chapter of National Development Plan (NDP) and the revision of MAAIF Development Strategy and Investment Plan (DSIP)<br/>Result area: Sector-specific support to adaptation</p> | <p>Phase 1: Capacity building for the mainstreaming of climate change into MAAIF Development Strategy and Investment Plan, capacity building of staff from local governments, climate change integration into the MAAIF Development Strategy and Investment Plan, October 2008-March 2009<br/>Budget: USD 42,240<br/>Phase 2: Climate change training to farmers, cba activities demonstrated and piloted, guidelines developed for cca mainstreaming into agriculture sector policies, plans, projects and programmes</p> | <p>Phase 1:<br/>80 officials at national level were trained in climate change and adaptation to enable them to mainstream cc into the MAAIF NDPIP<br/>100 officials from local governments were trained in climate change and adaptation to improve their skills in climate change and its adaptation strategies and be able to apply them in the district planning and implementation process<br/>A half day dissemination workshop of the process taken to mainstream climate change and adaptation into NDP and DSIP was conducted for 40 government officials from line ministries to share information and experiences<br/>Climate change was integrated in MAAIF DSIP<br/>Phase 2:<br/>170 male and female farmers were sensitized about climate change and its related risks<br/>Six on-farm water harvesting technologies and drip irrigation technologies were established for demonstration<br/>150 Local Government officials from districts highly vulnerable to climate change were trained in climate change adaptation<br/>Guidelines to mainstream climate change adaptation and mitigation in agriculture sector policies, plans, projects and programmes were developed</p> | <p>Livelihoods improved through demonstration projects on water harvesting and small scale irrigation with possible knock on effects through replications<br/>Climate change mainstreamed into national and local government development plans<br/>Climate change integrated into agricultural services provided to subsistence farmers<br/>Climate change mainstreamed in the district development annual plans and budget framework papers</p> | <p>Release of funds from CC Dare was timely<br/>Good government ownership and buy-in about the mainstreaming of climate change into planning, at both national and district level<br/>Good ownership by farmers on demonstration projects with high potential for replication</p> | <p>Delays in opening up the account for the project due to Uganda Government procedures, which delayed the transfer of funds for project activities – better planning in terms of budget administration<br/>Long procurement processes in Uganda which delayed the procurement of irrigation equipment and services, affected completion of project – more realistic planning of timeframe, include contingencies<br/>High prospects for replication and upscaling of pilot projects</p> |
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| <p>Phase 1: Adapting to climate change through increased water and nutrient use efficiency for increased crop productivity and environment health<br/>A situation Analysis study for Soroti and Pallisa Districts, Eastern Uganda - (NARO) ; Aug 2008 to April 2009,<br/>Budget: USD 50,000<br/>Phase 2: Scaling up Adaptation Measures to Climate Change through increased water and nutrient use efficiency for increased crop productivity and environmental health<br/>Result area: Sector-specific support to adaptation</p> | <p>Phase 1: Climate data information developed and analyzed for climate change risk management regarding crop production, collection of scientific and traditional knowledge and farmers perceptions, plots to demonstrate adaptation technologies on nutrient management and conservation<br/>Phase 2: Some pilots scaled up from Phase 1, policy recommendations on adaptation, increased capacity for upscaling and replicating</p> | <p>Phase 1:<br/>Erudite scientific knowledge and information on characterisation of agro-meteorological climate risks and uncertainties regarding crop production generated<br/><br/>Rainfall and temperature historical data of daily records for 37 representative stations across 10 agro-ecological zones (AEZ) were assembled and analyzed; paper published in Southern African Journal of Science in 2012<br/><br/>Information of farmers' perceptions of climate change and coping strategies used in response to climate change and variability in the Kyoga Plains (AEZ)<br/><br/>Pilots established to generate adaptation technologies, integrated nutrient management, conservation agriculture, etc, and best practices and integration of traditional knowledge for mitigating agricultural drought in the Kyoga Plains AEZ<br/><br/>44 Farmers were supplied with agro-inputs and seeds of crops – livelihood improvement<br/><br/>50 Farmers were supplied with over 5000 tree seedlings to establish on 40 acres of agro-forestry plots, and 5000 pine seedlings for 15 acres of wood plots<br/><br/>4200 learners from schools benefited from water holding tanks, rainwater harvestings and also shallow wells for household backyards, community level 12000l reservoirs</p> | <p>Phase 1:<br/>A database of historical climate variables (temp and rainfall) established<br/><br/>Methodologies for generating trends of climate variables and farmers perceptions of climate change developed<br/><br/>Phase 2:<br/>Capacity developed at institutional, community and household levels – toward resilience<br/><br/>Smart agriculture skills developed towards improvement of livelihoods and land management of 20 farmers<br/><br/>An exchange visit to the UN Millennium Villages project in western Uganda including lead farmers<br/><br/>44 Farmers were supplied with agro-inputs and seeds of crops – livelihood improvement<br/><br/>Immense number of beneficiaries from rainwater harvesting interventions (app. 10,000 people)<br/><br/>Overall significant impact for communities, change lives</p> | <p>Team work and multidisciplinary approach, high team spirit led to timely implementation<br/><br/>Holistic approach- integrating the science with farmer perception<br/><br/>Participatory planning and approach, e.g. by involving district officials, some of the climate change adaptation measures have been mainstreamed into district work-plans<br/><br/>Collaboration between NARO and REDS (Rural Enterprise Development Services) was essential to capacity building, especially with regards conservation agriculture<br/><br/>Due to effectiveness of interventions there was spontaneous adoption of the demonstrated technologies</p> | <p>There were a lot of gaps in the historical weather data occasioned by years of turmoil the country went through<br/><br/>Rushed implementation (too short a time frame), to realise tangible outputs, natural resource management projects in most cases require medium to long term interventions but CC Dare was very short, as a result time and finances were limited for monitoring the implemented activities after the expiration of the project – flexibility and adaptation of time frame may have improved this challenge, comment from proponent – projects of this nature require a minimum of 3-5 years to realise tangible results<br/><br/>Due to the dire need among communities, the scope of the interventions was very low – more strategy placed on securing additional funding as project proponents</p> |
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|  | <p>Uganda Public Awareness (Ministry of Water and Environment Department of Meteorology)<br/>Result area: Sector-specific support to adaptation</p> | <p>Public awareness programmes and capacity building amongst national and district level decision-makers in government</p> | <p>District local government officers and national policy makers trained on climate change<br/>Increased debate around climate change issues is shaping up in country<br/>Development of awareness materials such as posters, DVDs, policy briefs</p> | <p>Considerable awareness of climate change issues in Uganda that is envisaged to incite action and national response<br/>High consciousness about the changes in weather and climate<br/>Information education and communication materials developed and continue to be used</p> | <p>Coordination mechanisms established to run project<br/>Good will and interest among stakeholders on climate change issues<br/>Technical support and advice from UNEP Management, quick response from management on any issues raised</p> | <p>Delay in transfer of funds – funding needs to be disbursed in time to ensure effective implementation</p> |
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## Annex 4: Summary of co-finance information and statement of project expenditure by activity

| Co- Financing      | Sources                                     |        |                            |        |                           |        | Total (thousand US\$) |           | Total Disbursed (thousand US\$) |
|--------------------|---|--------|----------------------------|--------|---------------------------|--------|-----------------------|-----------|---------------------------------|
|                    | IA (UNEP) own Financing (thousand US\$) (1) |        | Government (thousand US\$) |        | Other (2) (thousand US\$) |        | Planned               | Actual    |                                 |
| Type               | Planned                                     | Actual | Planned                    | Actual | Planned                   | Actual | Planned               | Actual    |                                 |
| Grants             |   |        |                            |        | 800                       | 800    | 7,961                 | 7,662.862 | 7,201. 681.93                   |
| Loans              |   |        |                            |        |                           |        | --                    | --        |                                 |
| Equity investments |   |        |                            |        |                           |        | --                    | --        |                                 |
| In-kind support    |   |        |                            |        |                           |        | 2,000                 | 2,000     |                                 |
| Other              |   |        |                            |        |                           |        | --                    | --        |                                 |
| Totals             |   |        |                            |        |                           |        | 9,961                 | 9,961     | 7,201. 681.93                   |

**Table 1: Financial performance evaluation table (UNEP template)**

**(1)** To be provided by UNEP

**(2)** This refers to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries. Please specify the source.

The PIR includes a financial summary. This will be verified with UNEP and the consultants. In particular, it would be helpful if each of the parties to the project made clear their own contribution:

## Annex 5: List of people interviewed

| Name   | Affiliation  | Role   |
|--|--|--|
| <b>MOZAMBIQUE (20 – 23 February 2013, lead consultant)</b>   |  |  |
| Alberto Mavume   | UEM  |  |
| Atanasio Joao Manhique   | INAm   |  |
| Victor Chiconella  | Xai-Xai Municipality                                     |  |
| Manuel Victor Poio   | CDS MICOA Xai Xai  | Director   |
| <b>RWANDA (6-11 January 2013 Support Consultant )</b>  |  |  |
| Johnson Rubzibiza Nkusi  | RENGOF   | Chairperson  |
| Two project staff members (Oscar and Alex)   | APEFA  | member of RENGOF                                   |
| Niyibizi Lois  | Bigogwe Sector, Kyabihu District                         | Executive Secretary                                |
| b. Three sector staff  | Bigogwe Sector (Ministry of Local Government)            |  |
| Angele Mukaminani  | Economic Development, Nyabihu District                   | Vice Mayor   |
| c. Two project beneficiaries   | Bigogwe Sector   |  |
| d. Sample community of project beneficiaries   | Rubivu Sector  |  |
| John Gakumba   | NBDF   | Director   |
| Sehene Chryostane  | NBDF   | Technical Advisor, Steering Committee              |
| Rugumire Makuza  | NBDF   | Rwanda Evaluation Society, Steering Committee      |
| Alphonse Rutazigwa   | Journalist   | NBDF Project Beneficiary                           |
| Rose Mukankomeji   | REMA, Ministry of Environment                            | Director   |
| Marie-Laetitia Busokeye  | REMA, MINIRENA   |  |
| Jacqueline Nyirakamana   | NBI National Focal Point Officer                         | MINIRENA, Project Beneficiary, NBDF                |
| John Musekmakwari  | Head of Environment and Energy, UNDP Rwanda              | Former Head of Environment and Energy, UNDP Rwanda |
| Christine N. Muhongerwa  | RENGOF   | member   |
| Charles Muhinda  | Ministry of Local Government                             |  |
| <b>TOGO (20 February 2013, Lead Consultant)</b>  |  |  |
| Didier Bamali  | National Communications project, Ministry of Environment |  |
|  | Director of Ministry of Environment                      |  |
|  | e. UNFCCC Focal Point                                    |  |
| Hatim Tchabore   | Ministry of Water  |  |
| Mensah Franco Todzro   | Les Amis de la Terre Togo                                |  |
| f. Three staff members of ADT  | ADT  |  |
| g. Site visit to Gbalave (project of ADT on water supply; even if not directly related to CC Dare) |  |  |



| <b>MALAWI, 14 February 2013, Support Consultant</b>  |  |  |
|--|--|--|
| Aloysius Kamperewera   | Environmental Affairs Department, MECCM  | Director   |
| Alick K. Manda   | Planning Services, NSCT  | Head of Planning Services                                  |
| Symon O. Mandala   | NCST   | Chief Technology Transfer Officer                          |
| Weston M. Mwase  | Bunda College  |  |
| Jan Rijpma   | UNDP Malawi  | Assistant Resident Representative                          |
| Henry Utila  | FRIM   |  |
| <b>h. Agricultural Extension Services team</b>   |  |  |
| <b>i. Three communities of project beneficiaries of FRIM in northern Blantyre (FRIM)</b>           | FRIM   |  |
| Khumbo Kamanga   | CURE   |  |
| Michael Makonombera  | EAD, CC Dare Coordinator Malawi  | Assistant Director   |
| <b>SEYCHELLES (28 February -9 March 2013, lead consultant)</b>                                     |  |  |
| Alain de Comarmond   | Climate Affairs, Adaptation and Information Division, Environmental Department, Ministry of Environment and Energy | Director General   |
| Jeanette laure   | Environment Education Division, Environmental Department, Ministry of Environment and Energy                       |  |
| Vicent Amelie  | Met Services, Environment Dept, Ministry of Environment and Energy   |  |
| <b>School visited</b>  |  |  |
| Michel Madeleine   | La Digue Combined School   | Head Teacher   |
| Fabio Palmyre  | Anse royal Secondary School, Mahe  | Head Teacher   |
|  | Baie Lazare Primary School, Mahe   |  |
|  | Primary School Anse boilean, Mahe  |  |
| Project Beneficiaries  | Grand Anse Mahe Primary School   |  |
| <b>ETHIOPIA (18-21 February 2013, supporting consultant)</b>                                       |  |  |
| Berhanu Solomon  | EPA  | CC DARE Coordinator  |
| Solomon Abegaz   | IBC  |  |
| Fikre Zerfu  | SoRPARI  |  |
| Hailemariam Birke  | University of Gondar   |  |
| Geremew Salaisse   | EWNHS  |  |
| Melkamu kifetew  | MME  |  |
| Hailu Aray   | ISD  |  |
| Two school principal in Central Rift Valley  |  | Project beneficiaries, EWNHS                               |
| <b>People from the countries not visited by consultants, but consulted through a questionnaire</b> |  |  |
| Antwi-Boasiako Amoah   | Environmental Protection Agency  | Project Coordinator Officer - Ghana                        |
| James Magezi-Akiiki  | Ministry of Water and Environment – dept of Meteorology  | National Project Coordinator - Uganda                      |
| Drake N. Mubiru  | National agriculture Research Organisation (NARO)  | Principal Investigator - Uganda                            |
| Annunciata hakuza  | Ministry of Agriculture, Animal Industry and Fisheries   | Coordinator of CC DARE activities in the Ministry - Uganda |



|  |   |   |
|--|---|---|
| Kouazounde Jacques   | Gardien NGO   | Coordinator of the project: Integration of Climate Change Impacts and Adaptation Strategies in the Secondary Education Curriculum |
| Euster Kibona  | Environmental Protection and Management Services (EPMS) | Project Coordinator -Tanzania   |
| Madeleine Diouf SARR   | Ministry of environment, Directorate of Environment     | Coordinator -Senegal  |
| Josiah Z. Katani   | Sokoine University of Agriculture, Morogoro             |   |
| <b>Nairobi – Headquarters UNEP (Lead Consultant) 23-28 February 2013</b> |   |   |
| Sylvana King   | UNEP Evaluation Office                                  | Coordinator   |
| Richard Munang   | UNEP CC DARE Management                                 | Coordinator   |
| Fatou Sarr   | UNEP CC DARE Management                                 | FMO   |
| <b>Interviews via Tele-conference/Skype</b>                              |   |   |
| Anne Olhoff  | UNEP Risoe  | CC DARE Coordinator   |
| Pradeep Kurukulasuriya   | UNDP  | Senior Technical Advisor  |

### Annex 6: Table of workshops (regional) conducted by UNEP for CC DARE

| Regional Workshop (Place)  | Theme  | Dates                     | Participants (by country)   |
|--|--|---------------------------|---|
| Kampala, Uganda  | Mainstreaming into policy, capacity building & awareness raising | 27 March- 1st April, 2011 | Malawi, Rwanda, Benin, Togo, Senegal, Ghana, Ethiopia, Tanzania, Uganda |
| Viktoria, Seychelles   | Water resources & Rainwater Harvesting                           | 3-4 Feb, 2011             | Ethiopia, Seychelles, Togo  |
| Maputo, Mozambique   | Sea level Rise, Coastal Erosion and Data analysis                | 24-28 Jan , 2011          | Rwanda, Malawi, Benin, Senegal, Seychelles, Tanzania, Mozambique        |
| Addis, Ethiopia  | Agriculture and natural resources                                | 5th August 2011           | Ethiopia, Tanzania, Malawi, Senegal                                     |
| Nairobi, Kenya   | Lessons learned for Adaptation in Africa                         | 2-5 April, 2012           | All CC DARE countries   |
| UAE  | Training and sharing of African experience in Arab States        | 27-29 September 2011      | -   |
| <i>Various national workshops took place, during inception, and also in terms of training, in various countries learning experience workshops took place</i> |  |                           |   |



## Annex 7 : Evaluation Questionnaire: CC DARE TE

### Questionnaire for Terminal Evaluation

#### Climate Change and Development – Adapting by Reducing Vulnerability (CC-DARE)

The CC-DARE programme was inceptioned in 2008 with the intention to provide fast-track support to country adaptation action to climate vulnerable pilot countries in Africa. The CC DARE programme is jointly implemented by UNEP and UNDP with the funds from DANIDA whose aim is to provide quick, targeted, and flexible technical and financial assistance to countries to respond to nationally defined needs and priorities for CCA in sub Sahara Africa. Eleven countries participated in the project and these were: Benin, Ethiopia, Ghana, Malawi, Mozambique, Rwanda, Senegal, Seychelles, Tanzania, Togo, and Uganda.

The objective of the CC DARE programme was to improve the ability of countries to remove barriers and create opportunities for integrating climate change adaptation into their national development agendas.

The project closed down its operation in 2011, but it is currently wrapping up in the respective countries and at UNEP. The UNEP commissioned a team of two consultants to undertake the terminal evaluation; the two main objectives of the terminal evaluation are:

- To provide evidence of results to meet accountability requirements, and
- To promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, governments, international and national executing agencies.

j.

**Because the team of consultants will not visit all the eleven participating countries, we would be grateful if you could provide us with your feedback by filling in this questionnaire. We thank you kindly.**

**Name:**

**Institution/Organisation:**

**Country:**

**Your role in CC DARE (if you worked on a project, please give project name):**

**Contact details (optional):**

1) What were the key results achieved?

2) What were the most significant changes achieved?

3) What were the key success factors?

4) What worked well during the implementation of the project(s)?

5) What did not work so well and why?

6) Please provide your reflection on the overall project as well as on the support provided from the headquarters (UNEP).

7) What are your suggestions for improvement?

## Annex 8: Documents reviewed

### CC DARE annual work plans

- UNEP. 2011. CC DARE Consolidated Workplan 2011-2012.
- UNEP. CC DARE Global Work Plan 2011.
- UNEP. CC DARE Work Plan 2009-2011.
- UNEP. 2012. Regional Office for Africa: Team Annual Work Plan.

### CC DARE Evaluation report

- Mathu, W. 2011. Outputs/Outcomes verification inspection (OVI) of the CC DARE of the Climate Change and Development – Adapting by reducing vulnerability (CC DARE). UNEP/UNDP.

### CC DARE Financial reports

- UNEP. November 30, 2008. Income statements; UNEP ID CP/4040-08-06 (Project 2585).

### CC DARE Financial reports from partners

- UNEP. n.d.. URC UNEP reporting projects Budget follow-up CC DARE.
- UNEP. July 16, 2010. CC DARE quarterly expenditure report

### CC DARE Legal instruments (with donors and partners)

- UNEP and Government of Denmark. December, 10, 2007. Climate change an development –adapting by reducing vulnerability (CC DARE) Agreement.
- UNEP., & UNDP. 2008. Legal agreement – Climate change and development –adapting by reducing vulnerability (CC DARE).

### CC DARE Mission reports

- UNEP. December 15-17, 2010. Mission report, Kampala and Entebbe, Uganda
- UNEP. August 30 – 03 September, 2010. Mission report; Malawi
- UNEP. September 13-16, 2010. Mission Report; Consultations on CC DARE – Banjul
- UNEP. September 27 – 29, 2010. Mission Report; Training workshop on climate change for Arab States.
- UNEP. February 12-13, 2009. Mission Report; Meetings with the CC DARE team in Denmark.
- UNEP. April 20-24, 2009. Mission Report; Meetings with the Mozambique Ministry of Environment, MICOA and the UNDP Country office in Mozambique.
- UNEP. May 18-21, 2009. Mission Report; Meetings with the Seychelles Ministry of Environment, and the UNDP Country office, the state house, Seychelles.
- UNEP. February 8-12, 2010. Mission report, Kigali, Rwanda.
- UNEP. June 30 – 2 July, 2009. CC DARE Mission to Togo.
- UNDP. September 30, 2010. Mission Report; Togo.
- UNEP. June 30 – July 3, 2009. Mission Report; Meetings with the Malawian Ministry of Environment, and the UNDP Country office, the UNFCCC focal point, Malawi.
- UNEP. July 04-09, 2009. CC DARE Mission to Rwanda.
- UNEP. September 1-3, 2011. Mission Report: Meeting on Regional Disaster Risk Reduction Forum.
- UNEP. July 9-12, 2011. CC DARE Kick off Mission report – Malawi, Togo, Benin and Mozambique.
- UNEP. March 28-31, 2011. Uganda Mission Report; Meetings with the Ministry of Water and Environment, Uganda Royal Danish Embassy & CEO of Climate Journalist in the Greater Horn of Africa.
- UNEP. August 4-6, 2011. CC DARE Experience sharing workshop – Agriculture and Natural resources.
- Munang, R., & Nkem, J. 09-10 August 2010. CC DARE Mission report Ethiopia.
- UNEP. 13-18 April 2009. CC DARE mission Ghana
- UNEP. April 26-29, 2010. Meetings with the UNDP Country Office, EPA Ethiopia,
- UNEP. January 24-28, 2011. Mission Report; Meetings with the UNDP Country office, Ministry of Environment, Mozambique and Royal Danish Embassy.
- UNEP. March 28-31, 2011. Mission Report; Uganda regional workshop.
- UNEP. August 22-28, 2010. Mission Report; Uganda.
- UNEP. December 7-12, 2009. Mission Report; COP15 Copenhagen – CC DARE side event.
- UNEP. January 24-28, 2011. Mission Report; Mozambique CC DARE team kick off mission.



### CC DARE Progress reports

Nkem, J., Munang, R., Pateh., & Jallow, B. 2011. Lessons for Adaptation in sub-Sahara Africa. UNON Publishing Services Section.

UNEP. 2008. CC DARE Annual progress report.

UNEP. 2009. CC DARE Annual progress report.

UNEP. 2010. CC DARE Annual progress report.

UNEP, & UNDP. April 2008 – Dec 2011. Status report of the CC DARE Programme,

UNEP. & UNDP. Jan –Jun 2009. CC DARE status report,

UNEP. & UNDP. July-December 2009. Status report on implementation of CC DARE,.

UNEP. & UNDP. 2011. Status report of the CC DRE programme

UNEP. & UNDP. n.d. CC DARE Second phase country projects report.

### CC DARE Project Document

UNEP. 2008. CC DARE Project Summary.

UNEP. May 2008. Project Management Review.

UNEP. May-July 2012. Project Management Review.

UNEP. October 27, 2011. Annex: Project Document Supplement,

UNEP. September 28, 2009. Prodoc and revisions1,

UNEP. July 02, 2010. Prodoc and revisions2,

### Contracts and agreements

UNEP RISOE CENTRE. February 15, 2009. Agreement; 1215186-03 Subcontract Senegal DEEC Project.

UNEP RISOE CENTRE. March 25, 2009. Agreement; PSP: 1215186-03 Uganda CC Awareness Project.

UNEP RISOE CENTRE. March 25, 2009. Consultancy Contract; 1215186-03 Tanzania Sokoine Project.

UNEP RISOE CENTRE. March 20, 2009. Consultancy Contract; 1215186-03 Tanzania EPMS project.

UNEP RISOE CENTRE. April 01, 2009. Consultancy Contract; 1215186-03 Benin GAROIEEN NGO Project.

UNEP RISOE CENTRE. April 05, 2009. Consultancy Contract; 1215186-031010 NGO Project

UNEP RISOE CENTRE. 15 April 2011. Agreement; 1215186-03 Malawi – FRIM Project – Phase II.

UNEP RISOE CENTRE. April 15, 2011. Agreement; 1215186-03 Malawi - Bunda College Project – Phase II.

UNEP RISOE CENTRE. May 19, 2011. Consultancy Contract; 1215186-03 Togo – Phase II - Friends of the Earth NGO Project.

UNEP RISOE CENTRE. May 30, 2011. Agreement; 1215186-03 Uganda – MAAIF Project – Phase II.

UNEP RISOE CENTRE. March 15, 2011. Consultancy Contract; 1215186-03 Benin - IDID NGO Project – Phase II.

UNEP RISOE CENTRE. March 15, 2011. Consultancy Contract; 1215186-03 Mozambique – INAM Project, Phase II – Rainfall Atlas.

UNEP RISOE CENTRE. March 15, 2011. Agreement; 1215186-03 Malawi CURE NGO Project – Phase II.

UNEP RISOE CENTRE. March 15, 2011. Agreement; 1215186-03 Mozambique - Xai-Xai Project – Phase II.

UNEP RISOE CENTRE. March 15, 2011. Agreement; 1215186-03 Mozambique CDS-ZC Project – Phase II.

UNEP RISOE CENTRE. March 15, 2011. Consultancy Contract; 1215186-03 Uganda – NARL/NARO Project, Phase II.

UNEP RISOE CENTRE. March 15, 2011. Consultancy Contract; 1215186-03 Tanzania Sokoine Project – Phase II.

UNEP RISOE CENTRE. August 15, 2009. Agreement; 1215186-03 Ghana EPA Project.

UNEP RISOE CENTRE. September 1, 2009. Agreement; Rwanda – NBDF project.

UNEP RISOE CENTRE. September 1, 2009. Agreement; Rwanda – RENGOF Project.

UNEP RISOE CENTRE. September 1, 2009. Agreement; 1215186-03 Malawi Bunda College Project.

UNEP RISOE CENTRE. August 15, 2009. Agreement; 1215186-03 Mozambique CDS-ZC Project.

UNEP RISOE CENTRE. September 1, 2009. Agreement; 1215186-03 Togo – Friends of the Earth NGO Project.

UNEP RISOE CENTRE. September 1, 2009. Agreement; 1215186-03 Togo – Ministry of Water project.

UNEP RISOE CENTRE. September 15, 2009. Agreement; 1215186-03 Malawi NCST Project.

UNEP RISOE CENTRE. September 15, 2009. Agreement; 1215186-03 Malawi FRIM Project.

UNEP RISOE CENTRE. October 20th, 2009. Agreement; 1215186-03 Seychelles - SIF Project.

UNEP RISOE CENTRE. January 15, 2010. Agreement; 1215186-03 Seychelles Rainwater Harvesting Project.

UNEP RISOE CENTRE. January 20, 2010. Agreement; 1215186-03 Mozambique - Xai-Xai Project.

UNEP RISOE CENTRE. January 25th, 2010. Agreement; 1215186-03 Seychelles – CESD Project.

UNEP RISOE CENTRE. January 25, 2010. Consultancy Contract; 1215186-03 Seychelles CESD Project – DHI Training.

UNEP RISOE CENTRE. January 28, 2010. Consultancy Contract; 1215186-03 Rwanda - NBDF Project Technical Support.

UNEP RISOE CENTRE. February 1, 2010. Consultancy Contract; 1215186-03 Mozambique – UEM Project.  
 UNEP RISOE CENTRE. August 12, 2010. Agreement; 1215186-03 Ethiopia – ISD-TM Project.  
 UNEP RISOE CENTRE. August 18, 2010. Agreement; 1215186-03 Ethiopia – IBC Project.  
 UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – NAWDPC Project.  
 UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – MoARD Project.  
 UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – Ministry of Mines & Energy project.  
 UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – SoRPARI Project.  
 UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – UOG Project.  
 UNEP/UNDP. 2008-2011. CC DARE Agreement.  
 UNEP RISOE CENTRE. October 4, 2010. Agreement; 1215186-03 Ethiopia – EPA Project.  
 UNEP RISOE CENTRE. December 1, 2010. Consultancy Contract; 1215186-03 Benin GARDIEN NGO -UNICEF Recommendations.  
 UNEP RISOE CENTRE. December 3, 2010. Consultancy Contract; 1215186-03 Kenya -WOODEC Project.  
 UNEP RISOE CENTRE. December 14, 2010. Consultancy Contract; 1215186-03 Kenya – Rainwater Harvesting Project.  
 UNEP RISOE CENTRE. December 14, 2010. Consultancy Contract; 1215186-03 Kenya – Curriculum Development Project.  
 UNEP RISOE CENTRE. October 1, 2008. Agreement; 1215186-03 Subcontract Uganda MAAIF project.  
 UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – AMU Project.  
 UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – EWNHS Project.  
 UNEP RISOE CENTRE. May 18, 2010. Consultancy Contract; 1215186-03 Uganda – Farmers Media Link Limited Project.  
 UNEP RISOE CENTRE. June 8, 2010. Consultancy Contract; 1215186-03 Tanzania – APCCC Project.  
 UNEP RISOE CENTRE. October 1, 2009. Agreement; 1215186-03 Sub Saharan Africa - Regional Climate Modeling Workshop – DMI.  
 UNEP RISOE CENTRE. October 27, 2009. Consultancy Contract; 1215186-03 Mozambique – INAM Project.

## CC DARE Progress reports from countries

### Ethiopia

Birke, H., & Teshome, E. 2011. *Community Based Adaptation to climate change for Ethiopian agriculture: identification of impacts, coping mechanisms and adaptation options. A case of the north western lowlands of Ethiopia*. Retrieved March 13, 2013, from [www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx](http://www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx)  
 Environmental Protection Authority of Ethiopia. 2011. *Summary of CC- DARE Projects Achievements*. Retrieved March 11, from [www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx](http://www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx)  
 Ethiopian Wildlife and Natural History Society. 2011. *Improving water harvesting capacity in schools in central rift valley*. Retrieved March 11, from [www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx](http://www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx)  
 Ministry of Agriculture. 2011. *Adapting to Climate Change through Participatory Promotion and Demonstration of Conservation Agriculture (CA) in East Gojam Zone, Amhara National Regional state*. Retrieved March 11, from [www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx](http://www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx)

### Ghana

Nelson et. al. 2010. *Guidebook on Integrating Climate Change and Disaster Risk Reduction into National Development, Policies and Planning in Ghana*. Retrieved March 11, 2013, from Ghana: <http://www.ccdare.org/Outputs/Ghana/tabid/6904/Default.aspx>

### Malawi

Maluwa, A., & Mandala, S. 2010. *Streamline climate change and environmental management into the National Science, Technology and Innovation Policy*. Retrieved March 02, 2013, from <http://www.ccdare.org/Outputs/Malawi/tabid/6905/Default.aspx>  
 CC DARE. n.d. *CCDARE project in Malawi: A synthesis report*. Retrieved March 26, 2013, from <http://www.ccdare.org/Outputs/Malawi/tabid/6905/Default.aspx>

### Mozambique

CC DARE. n.d. *Introduction of new adaptation techniques to climate change related top soil erosion in Xai-Xai City – Mozambique*. Retrieved March 06, 2013, from <http://www.ccdare.org/Outputs/Mozambique/tabid/6975/Default.aspx>

### Rwanda



**CC DARE country website with useful information**

- **Benin:** <http://www.ccdare.org/Outputs/Benin/tabid/6903/Default.aspx>
- **Rwanda:** <http://www.ccdare.org/Outputs/Rwanda/tabid/6972/Default.aspx>
- **Seychelles:** <http://www.ccdare.org/Outputs/Seychelles/tabid/7195/Default.aspx>
- **Togo:** <http://www.ccdare.org/Outputs/Togo/tabid/6974/Default.aspx>

**Annex 9 : Terms of Reference for the CC DARE TE**

**Terminal Evaluation of the Climate Change and Development – Adapting by Reducing Vulnerability(CC DARE)**

*PROJECT BACKGROUND AND OVERVIEW*

A.)Project General Information1

*Table 1. Project summary*

|                                     |   |
|-------------------------------------|---|
| Title of subprogramme               | Climate Change  |
| Project Title:                      | Climate Change and Development – Adapting by Reducing Vulnerability(CC DARE)                    |
| Project Number:                     | CP/4040 -08 – 06, CPL 2585  |
| Geographical Scope:                 | Countries in sub-Saharan Africa   |
| Participating Countries:            | Benin, Ghana, Malawi, Mozambique, Rwanda, Senegal, Seychelles, Tanzania, Togo, Uganda, Ethiopia |
| Executing Agency:                   | UNEP, UNDP,   |
| Project Cost                        | US\$9,961,000   |
| Planned Duration:                   | 36 months   |
| Actual Duration                     | 52 months   |
| Project partners:                   | UNEP Risø, DRC, DTIE, DEPI  |
| Actual start date                   | March 2008  |
| No. of revisions                    | TWO   |
| Date of last Revision               | December 2011   |
| Intended completion date            | January 2011  |
| Actual or Expected completion date: | June 2012   |
| Date of Financial closure           | November 2012   |
| Disbursement as of 30 June 2012     | US\$7,741,138   |
| Date of Completion                  | 30 June 2012  |

**Project Rationale**

1. Climate change poses a serious challenge to social and economic development. Developing countries are particularly vulnerable because their economies depend significantly on climate-sensitive sectors such as agriculture, water, fisheries and tourism. In addition their weak institutional structures hinder efforts to adapt to long term climate change. This is especially true of the least developed countries in sub-Saharan Africa, where changes in the pattern of rainfall and temperature threaten the achievement and sustainability of Millennium Development Goals related to poverty reduction, food, water, health and education.
2. How development occurs influences a society’s vulnerability to climate change, and yet the consequences



of climate change – including increased climate variability – do not yet feature prominently in the thinking of most national-level policymakers and planners. Put differently, billions of dollars are spent each year on development efforts that do not take into account the possible consequences of climate change. Even if the exact magnitude of future climatic change is uncertain, it is prudent when planning sectoral investments and development projects and programmes to consider how they may be affected by changes in rainfall, temperature, and the frequency or intensity of storms and other extreme weather events. Climate change resilience has yet to become a central element in the planning of economic policies, development programmes, projects and international aid efforts, and yet the importance of beginning to *adapt* to increased climate variability is increasingly evident.

3. The need for climate change adaptation has gained increased acceptance at both the national and international levels over the last decade. The issue of adaptation has as well gradually gained prominence in intergovernmental discussions related to climate change, particularly those conducted under the United Nations Framework Convention on Climate Change. Developing countries – known in UNFCCC terminology as Non-annex I countries – have been receiving support for preparing what are called their “national communications”, reports submitted periodically by parties that in part discuss climate change vulnerability and possible adaptation measures. For most countries, treatment of these issues in the initial national communication is limited but many countries are expanding vulnerability and adaptation coverage in their second and subsequent communications. Countries have also begun to explore how existing initiatives can be used to mainstream adaptation into their national development planning processes.
4. In the UNFCCC context, the special needs of the Least Developed Countries (LDC) group have been targeted through the creation of a special LDC Fund, where the initial objective is to support preparation of National Adaptation Programmes of Action (NAPAs). The LDC Fund now provides resources for implementing urgent and immediate priority recommendations identified through the NAPA process. The Fund is managed by the GEF, which also serves as the financial mechanism of the UNFCCC. The GEF has itself established a strategic priority on adaptation (SPA) window (with funding from the GEF Trust Fund) to support adaptation activities. The GEF also manages the Special Climate Change Fund, which can also support adaptation activities within and beyond the LDC group of countries.
5. UNEP and UNDP are in a good position to do more to help developing countries mainstream climate change adaptation into development strategies and decisions. The two agencies have, as GEF implementing agencies, for several years supported the preparation of national communications and more recently worked together on NAPAs.<sup>6</sup> Both agencies have underway a significant number of pilot adaptation projects funded by the GEF and national governments that are demonstrating how climate change risks can be integrated in specific sectoral activities.
6. As a foundation for expanding their activities the two agencies established at COP12 a Partnership on Climate Change with the aim of broadening cooperation that *helps countries achieve sustainable development in the face of a changing climate*. The Partnership focuses on sub-Saharan Africa with the intention to demonstrate a model that can be expanded to all LDCs as implementation experience is built up and additional funds become available.
7. The CC-DARE programme is jointly implemented by UNEP and UNDP using funds provided by DANIDA with the aim of providing quick, targeted and flexible technical and financial assistance to countries to respond to nationally defined needs and priorities for climate change adaptation (CCA) in sub Saharan Africa.
8. The CC-DARE program offers a flexible range of advisory and technical services to partner countries with an emphasis on addressing the nationally identified country-specific needs using quick and tailored support. The activities selected for CC-DARE support were to be clearly defined to allow for targeted interventions which can have a significant impact in removing barriers, moving policies forward or spurring development of larger efforts.
9. CC-DARE worked directly with national institutions and UN Country Teams to provide support for integrating climate change into national processes. The program was also expected to help pave the way for the design and implementation of larger programs/projects, and/or identify and fill key gaps in technical knowledge and capacity. CC-DARE differed from more traditional project approaches in several ways: Project concepts and

<sup>6</sup> Annex 3 provides an illustration of links between the current UNEP and UNDP activities under the GEF-funded National Communications Support Programme and NAPA processes and examples of areas where CC DARE could complement them.

proposals were approved, financed and implemented quickly; proposed initiatives were expected to be clear in scope (outcomes and outputs) and budget, and the time frame for implementation.<sup>7</sup>

10. Since April 2008, eleven countries have been fully engaged and supported through the program. In all these countries there are 48 projects, most of which have been completed.

### C. Project Objectives and Components

11. The overall objective of the CC-DARE programme was *to improve the ability of countries to remove barriers and create opportunities for integrating climate change adaptation into their national development agendas.*
12. The project had three components as presented in Table 2.

**Table 2: Project Component and Component Objectives**

| k. Components  | l. Component Objectives   |
|--|---|
| 1. Capacity building for integrating climate change issues into development planning.  | m. To enhance knowledge, skills and partnerships that support the systematic mainstreaming of climate change adaptations.   |
| 2. Sector-specific technical and institutional support on climate change adaptation.   | n. To build stronger technical and institutional capacities in developing countries for identifying, prioritizing and implementing cost effective measures that are consistent with national development goals. |
| 3. Regional cooperation and knowledge sharing mechanisms on climate change adaptation. | o. To create/enhance regional cooperation and knowledge sharing mechanisms on climate change adaptation.  |

13. The planned outputs under each component, as per the Logical Framework Matrix are presented in Annex 1 of the TORs. Component I of the project seeks to develop or strengthen knowledge, skills and partnership that support the systematic mainstreaming of climate change risks in development plans of the project countries. This component entails among other things acquiring and developing guidance materials and tools for mainstreaming climate change risk management into national development policies and plans and for screening climate change risks associated with national policies and programmes, respectively.
14. Component II seeks to develop technical and institutional capacities for identifying, prioritizing and implementing cost-effective adaptive measures for priority sectors. This entails designing training programmes and conducting training for local institutions and CSOs on costing of adaptation options and incorporating climate risk management strategies, policies and measures. Component III seeks to create or enhance regional cooperation and knowledge sharing mechanisms on climate change adaptation. The third component entails compiling and disseminating 'best practice' case studies to support implementation of climate change mainstreaming and holding bi-annual meetings (virtual or face-to-face) of regional institutions and 'one UN' country agencies involved in the development and piloting of mainstreaming activities.

### D. Executing Arrangements

15. The substantive management of the CC-DARE was structured with a formal project coordinator based in UNEP DTIE in Paris and was later (after first review in September 2009) moved to join the project team in Nairobi in January 2010. The project thereon was implemented through a CC-DARE Team that consisted of programme staff in UNEP DTIE and UNEP's Division of Environmental Policy Implementation (DEPI), UNDP's Bureau of Development Policy, UNEP Risø Centre (URC) and UNEP Collaborating Centre on Water and Environment (UCC). The financial administration of the project was done by UNEP in consultation with UNDP and UNEP Riso Centre on Energy, Climate and Sustainable Development (URC).

<sup>7</sup> Information about the program is available at: [www.ccdare.org](http://www.ccdare.org)

16. In-kind technical support was to be provided by relevant staff in UNEP Headquarters and its Regional Office for Africa. In UNDP, the Regional Service Centres such as SURFs and UNDP-GEF RCUs, and UNDP’s country offices and UNDP headquarters were to be involved as far as possible. URC was responsible for contracting of consultants and institutions. UCC provided one professional staff to the CC-DARE project.
17. Initial focal areas for CC-DARE activities were identified with assigned lead organisations. URC was assigned the responsibility for capacity building, general awareness, training and education while UNDP was responsible for human health, and national planning and monitoring processes. UCC was responsible for water resources. Also UCC, DEPI and UNDP were responsible for water and sanitation and DEPI for biodiversity and ecosystems while infrastructure, energy and transportation was the responsibility of URC and DTIE. URC, DEPI and DTIE were jointly responsible for forestry and agriculture.
18. The programme also worked directly with national, regional and international institutions and UN Country Teams that provided technical support for integrating climate change into national processes.

#### E. Project Cost and Financing

19. Table 3 presents a summary of expected financing sources for the project as presented in the Project Document. The total budget was US\$9,961,000, with earmarked contributions of US\$ 7,961,000, in-kind contributions of US\$2,000,000 from UNEP, UNDP, URC and UCC, and 2% of total direct cost of US\$7,792,500, which is US\$168,300, shared between UNEP (US\$151,500) and UNDP (US\$16,800). The project succeeded in securing the total earmarked contributions of US\$7,961,000 for the project.

**Table 3. Estimated project Costs per expenditure Category**

| Component   | Amount (US\$)    | %          |
|---|------------------|------------|
| p. Cost to the Environment Fund                         | 0                | 0          |
| q. Earmarked contributions                              | 7,961,000        | 80         |
| r. Total direct cost of the project                     | 7,792,500        | 78         |
| s. -of which programme support at 2.0%, apportioned as: | 168,300          | 2          |
| - UNEP portion  | 151,500          | -          |
| UNDP portion  | 16,800           | -          |
| UNEP, UNDP, URC and UCC in-kind contributions           | 2,000,000        | 20         |
| <b>Total cost of the project</b>                        | <b>9,961,000</b> | <b>100</b> |

20. The project went through several revisions, but two main ones for a number of reasons, including financial which was mainly to enable the project to be captured in PIMS but this did not affect the total budget for the project. It was a no-cost revision. The project was extended from January 2012 to June 2012. The total expenditure was US\$7,741,138 inclusive of PSC which was at 2.2%.

#### F. Project Implementation issues

21. An output/outcomes verification inspection (OVI) of the CC-DARE initiated by the CC-DARE Management Team was completed in February 2011. The consultants of this review reported that both the concept and approach adopted for the CC-DARE project was highly appropriate and consistent with the objectives and interventions the project set out to achieve. According to the report, despite the slow start in the project implementation occasioned by inadequate preparation and readiness, the outputs and outcomes from CC-DARE adaptation activities at country level are of high quality and already yielding useful results. The project results were already generating significant interest and expectations among development partners, particularly in view of their innovative nature – small in scale, largely dependent on locally available human and technical resources and involving local communities in the implementation – with potential for replication and up-scaling.
22. The review also identified some risks to achievement of the project objectives, which include lack of connectivity between CC-DARE projects within the respective countries and between countries; lack of

coordination of CC-DARE activities with other on-going climate change adaptation projects in the country and lack of a clear mechanism for linking the outcomes and experiences from CC-DARE adaptation activities with the up-stream climate change adaptation agenda.

23. A DANIDA review of October 2009 also recommended among other things streamlining of the structure of the CC-DARE Management Unit, and the mode of its operations for more efficient delivery of technical assistance to target countries, with the relocation of the CC-DARE Management Team to Nairobi UNEP headquarters.

## TERMS OF REFERENCE

### Objective and Scope of the Evaluation

24. In line with the UNEP Evaluation Policy<sup>8</sup>, the UNEP Evaluation Manual<sup>9</sup>, the terminal evaluation of the Project “Climate Change and Development – Adapting by Reducing Vulnerability” is undertaken at the end of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, governments, international and national executing agencies. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation. It will focus on the following sets of **key questions**, based on the project’s intended outcomes, which may be expanded by the consultants as deemed appropriate:
  - a) How successful was the project in improving the ability of participating sub-Saharan countries in removing barriers and creating opportunities for integrating climate change adaptation into their national development agendas?
  - b) Has the project enhanced capacity in participating countries for mainstreaming climate change issues in national development agenda, including cross-sectoral efforts that are critical in dealing with climate change in a systematic manner?
  - c) How successful was the project in creating and enhancing regional cooperation and knowledge sharing mechanisms on climate change adaptation?
  - d) Has the project paved the way for the design and implementation of larger programs/projects?
  - e) Has the project succeeded in making national policy makers start incorporating climate change risk management strategies, policies and measures in their general and sectoral planning efforts?

### Overall Approach and Methods

25. The terminal evaluation of the project “*Climate Change and Development – Adapting by Reducing Vulnerability (CC-DARE)*” will be conducted by a team of independent consultants under the overall responsibility and management of the UNEP Evaluation Office (Nairobi) in consultation with the UNEP CC DARE Project Coordinator of the Coordinating Office (Nairobi).
26. It will be an **in-depth evaluation** using a participatory approach whereby the UNEP CC DARE Project Coordinator, key representatives of the executing agencies and other relevant staff and stakeholders are kept informed and consulted throughout the evaluation. The consultants will liaise with the UNEP/Evaluation and Oversight Unit (EOU), the UNEP CC DARE Coordinator and the project’s technical staff in UNDP on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered.
27. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts.
28. The draft report will be sent to EOU who will circulate it to UNEP CC DARE Coordinator, UNDP, UNEP Risø Centre and other key representatives of the executing agencies/stakeholders for comments. Any comments or responses to the draft report will be sent to UNEP/EOU for collation and the consultant will be advised of any necessary or suggested revisions.
29. The findings of the evaluation will be based on the following:

8 <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>  
9 <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationManual/tabid/2314/language/en-US/Default.aspx>

A desk review of project documents<sup>10</sup> including, but not limited to:

- Relevant background documentation, inter alia UNEP policies, strategies and programmes pertaining to climate change and adaptation;
- Project design documents; annual work plans and budgets or equivalent, logical framework and project financing;
- Project reports such as progress and financial reports from participating countries, from UNEP, UNDP, UNEP Risø Centre and other partners; Steering Committee meeting minutes, minutes from other related meetings; output/outcome verification inspections (OVI); annual reviews and relevant correspondence; monitoring reports;
- Documentation related to project outputs and relevant materials published on the project web-site.
- Relevant material published by the project team.

#### Interviews:

- Face to face/telephone interviews with project management and technical support including the Project UNDP country teams and members of the Steering Committee.
- Face to face/telephone interviews with the stakeholders involved with this project including national governments and their sector ministries. As appropriate, these interviews could be combined with an email questionnaire.
- Telephone/Skype/email interviews with country teams in Senegal, Uganda, Tanzania, Ghana, Ethiopia and Benin.
- The Consultants shall determine whether to seek additional information and opinions from representatives of donor agencies and other organizations.
- Interviews with the UNEP CC DARE Project Coordinator and Fund Management Officer, and other relevant staff in UNEP dealing with climate change adaptation and related activities as necessary.

#### Country visits

30. The evaluation team will visit selected pilot sites in **six** selected countries (Malawi, Mozambique, Ethiopia, Rwanda, Seychelles and Togo).

#### Key evaluation principles

31. Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification is not possible, the single source will be mentioned<sup>11</sup>. Analysis leading to evaluative judgements should always be clearly spelled out.
32. The evaluation will assess the project with respect to **a minimum set of evaluation criteria** grouped in four categories: (1) Attainment of objectives and planned results, which comprises the assessment of outputs achieved, relevance, effectiveness and efficiency and the review of outcomes towards impacts; (2) Sustainability and catalytic role, which focuses on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices; (3) Processes affecting attainment of project results, which covers project preparation and readiness, implementation approach and management, stakeholder participation and public awareness, country ownership/driven-ness, project finance, UNEP supervision and backstopping, and project monitoring and evaluation systems; and (4) Complementarity with the UNEP strategies and programmes. The consultant can propose other evaluation criteria as deemed appropriate.

#### Ratings

33. All evaluating criteria will be rated on a six-point scale from 'highly unsatisfactory' to 'highly satisfactory'. However, complementarity of the project with the UNEP strategies and programmes is not rated. In particular the evaluation shall assess and rate the project with respect to the eleven categories defined below<sup>12</sup>.

34. In attempting to evaluate any outcomes and impacts that the project may have achieved, the evaluators

<sup>10</sup> See Annex 6 for list of project documents.

<sup>11</sup> Individuals should not be mentioned by name if anonymity needs to be preserved.

<sup>12</sup> However, the views and comments expressed by the evaluator need not be restricted to these items.



should consider the difference between the answers to two simple questions “**what has happened with?**” and “**what would have happened without?**” These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts and potential externalities. In addition, it implies that there should be plausible evidence to attribute such outcomes and impacts to the direct or indirect actions of the project.

35. Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluators to make informed judgements about project performance.
36. As this is a terminal evaluation, particular attention should be given to learning from experience. Therefore, the “**why?**” **question** should be at front of the consultants’ minds all through the evaluation exercise. This means that the consultants need to go beyond the assessment of “**what**” the project performance was, and make a serious effort to provide a deeper understanding of “**why**” the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category 3). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain “why things happened” as they happened and are likely to evolve in this or that direction, which goes well beyond the mere assessment of “where things stand” today.

#### Evaluation criteria

##### Attainment of Objectives and Planned Results

37. The evaluation should assess the relevance of the project’s objectives and the extent to which these were effectively and efficiently achieved or are expected to be achieved.
  - a. *Achievement of Outputs and Activities:* Assess, for each component, the project’s success in producing the programmed outputs both in quantity and quality, as well as their usefulness and timeliness. Briefly explain the degree of success of the project in achieving its different outputs, cross-referencing as needed to more detailed explanations provided under Section 3 (which covers the processes affecting attainment of project objectives).
  - a. *Relevance:* Assess, in retrospect, whether the project’s objectives and implementation strategies were consistent with the UNEP and other partners’ mandates and policies at the time of design and implementation; strategic priorities and the relevant operational program(s).
  - b. *Effectiveness:* Examine to what extent the project has achieved its main objective to build and strengthen the capacity of conservation practitioners to promote effective coastal vulnerability assessment and climate change adaptation projects and policies. Briefly explain what factors affected the project’s success in achieving its objectives, cross-referencing as needed to more detailed explanations provided under Section 3. To measure achievement, use as much as appropriate the indicators for achievement proposed in the Logical Framework (Logframe) Matrix (Annex 1) of the project, adding other relevant indicators as appropriate.
  - c. *Efficiency:* Assess the cost-effectiveness and timeliness of project execution. Describe any cost- or time-saving measures put in place in attempting to bring the project to a successful conclusion within its programmed budget and (extended) time. Wherever possible, compare the cost and time over results ratios of the project with that of other similar projects. Give special attention to efforts by the project teams to make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency.
  - d. *Review of Outcomes to Impacts (ROtI):* Reconstruct the logical pathways from project outputs over achieved objectives towards impacts, taking into account performance and impact drivers, assumptions and the roles and capacities of key actors and stakeholders, using the methodology presented in the GEF Evaluation Office’s ROtI Practitioner’s Handbook<sup>13</sup> (summarized in Annex 7 of the TORs). Assess to what extent the project has to date contributed, and is likely in the future to further contribute to changes in stakeholder behaviour as regards: i) ensuring the long term integrity of ecosystems by increasing resistance and resilience to climate change, ii) enhancing capacity in the project countries to perform effective climate

13 [http://www.thegef.org/gef/sites/thegef.org/files/documents/Impact\\_Eval-Review\\_of\\_Outcomes\\_to\\_Impacts-RotI\\_handbook.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/Impact_Eval-Review_of_Outcomes_to_Impacts-RotI_handbook.pdf)



change vulnerability assessments, iii) building and strengthening capacity of conservation practitioners and local communities to identify and adapt to climate change threats/impacts iii) decreasing barriers within and between individuals and organisations concerned with and knowledgeable about assessment/adaptation, vi) increasing knowledge and skills among local, national and regional stakeholders to respond to climate change impacts and to disseminate project findings for broader replication.

#### Sustainability and catalytic role

**38. Sustainability** is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition sustainability of benefits. The evaluation should ascertain to what extent follow-up work has been initiated and how project results will be sustained and enhanced over time. Application of the ROTI method will assist in the evaluation of sustainability.

39. Four aspects of sustainability will be addressed:

- a. *Socio-political sustainability.* Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main national and regional stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and stakeholder awareness, interests, commitment and incentives to execute, enforce and pursue the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project?
- e. *Financial resources.* To what extent are the continuation of project results and the eventual impact of the project dependent on continued financial support? What is the likelihood that adequate financial resources<sup>14</sup> will be or will become available to implement the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact? How financially sustainable are the national/regional activity centres?
- f. *Institutional framework.* To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources?
- g. *Environmental sustainability.* Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?

**40. Catalytic Role and Replication.** The *catalytic role* of UNEP is embodied in its approach of supporting the creation of an enabling environment and of investing in activities which are innovative and showing how new approaches and market changes can work. UNEP also aims to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits. The evaluation will assess the catalytic role played by this project, namely to what extent the project has:

- a. *catalyzed behavioural changes* in terms of use and application by the relevant stakeholders of: i) technologies and approaches show-cased by the demonstration projects; ii) strategic programmes and plans developed; and iii) assessment, monitoring and management systems established at a national and sub-regional level;
- h. provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour;
- i. contributed to *institutional changes*. An important aspect of the catalytic role of the project is its

<sup>14</sup> Those resources can be from multiple sources, such as the public and private sectors, income generating activities, other development projects etc.

contribution to institutional uptake. Institutional changes look at, e.g. to what extent have the project activities contributed to changing institutional behaviour;

- j. contributed to *policy changes* (on paper and in implementation of policy);
  - k. contributed to sustained follow-on financing (*catalytic financing*) from Governments, the GEF, or other donors;
  - l. created opportunities for particular individuals or institutions ("*champions*") to catalyze change (without which the project would not have achieved all of its results).
41. *Replication*, in the context of UNEP projects, is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by the project to promote replication effects and evaluate to what extent actual replication has already occurred or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons? In this particular case, the evaluation will assess how the project has made sure that plans, programmes, institutions, agreements and management systems developed are going to be put to good use in the subsequent project(s).

Processes affecting attainment of project results

- 42. Preparation and Readiness.** Were the project's objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? Were lessons learned and recommendations from Steering Committee meetings adequately integrated in the project approach? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.?
- 43. Implementation Approach and Management.** This includes an analysis of approaches used by the project, its management framework, the project's adaptation to changing conditions (adaptive management), the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:
- a. Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?
  - b. Assess the role and performance of the units and committees established and the project execution arrangements at all levels.
  - c. Evaluate the effectiveness and efficiency of project management by UNEP/ROA, UNDP and other relevant UNEP Divisions such as UNEP Risø, UNDP Country Teams, country CC-DARE project offices and other partners; and how well the management was able to adapt to changes during the life of the project. How well did the relationship between UNEP, UNDP, UNEP Risø and other partners work?
  - d. Assess the extent to which project management responded to direction and guidance provided by the Steering Committee and UNEP supervision recommendations.
  - e. Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project, and how the project partners tried to overcome these problems.

**44. Stakeholder<sup>15</sup> Participation and Public Awareness.** The term stakeholder should be considered in the broadest sense, encompassing project partners, government institutions, private interest groups, local

<sup>15</sup> Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the project. The term also applies to those potentially adversely affected by the project.

communities, etc. The assessment will look at three related and often overlapping processes: (1) information dissemination between stakeholders, (2) consultation between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

- a. the approach(es) used to identify and engage stakeholders in project design and implementation. What were the strengths and weaknesses of these approaches with respect to the project's objectives and the stakeholders' motivations and capacities? What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during the course of implementation of the project?
  - m. the degree and effectiveness of any public awareness activities that were undertaken during the course of implementation of the project; or that are built into the assessment methods so that public awareness can be raised at the time the assessments will be conducted;
  - n. how the results of the project (studies, assessment frameworks, etc.) engaged project communities and their institutions in coastal vulnerability assessment and dissemination of experiences.
45. The ROtI analysis should assist the consultants in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathway from activities to achievement of outputs and objectives to impact.
- 46. Country Ownership and Driven-ness.** The evaluation will assess the performance of the Governments of the countries involved in the project, namely:
- a. Assess the level of country ownership. How the governments have assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various contact institutions in the countries involved in the project and the timeliness of provision of counter-part funding to project activities.
  - b. Assess the extent to which the political and institutional framework of the participating countries has been conducive to project performance. Look, in particular, at the extent of the political commitment to enforce (sub-) regional agreements promoted under the project.
  - c. Assess the extent to which governments have promoted the participation of communities and non-governmental organizations in the project; and
  - d. Assess how responsive the governments were to WWF coordination and guidance, and UNEP supervision and Mid-Term review recommendations.
- 47. Financial Planning and Management.** Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:
- a. Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;
  - b. Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements, etc. to the extent that these might have influenced project performance;
  - c. Present to what extent co-financing has materialized as expected at project approval. Report co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see Annex 4).
  - d. Describe the resources the project has leveraged since inception and indicate how these resources are



contributing to the project's ultimate objective. Leveraged resources are additional resources - beyond those committed to the project itself at the time of approval - that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

**48. UNEP Supervision and Backstopping.** The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UNEP has a major contribution to make. The evaluator should assess the effectiveness of supervision and administrative and financial support provided by UNEP including:

- a. The adequacy of project supervision plans, inputs and processes;
- b. The emphasis given to outcome monitoring (results-based project management);
- c. The realism and candour of project reporting and ratings;
- d. The quality of documentation of project supervision activities; and
- e. Financial, administrative and other fiduciary aspects of project implementation supervision.

**49. Monitoring and Evaluation.** The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will assess how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:

- a. *M&E Design.* Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.). SMART indicators and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified. The evaluators should use the following questions to help assess the M&E design aspects:
  - Quality of the project logframe as a planning and monitoring instrument; analyse/compare logframe in Project Document, revised logframe and logframe used in Project Implementation Review reports to report progress towards achieving project objectives;
  - SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?
  - Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable?
  - Arrangements for monitoring: Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the frequency of various monitoring activities specified and adequate? In how far were project users involved in monitoring?
  - Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?
  - Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.
- o. *M&E Plan Implementation.* The evaluation will verify that:
  - the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
  - annual project reports and Progress Implementation Review (PIR) reports were complete, accurate and

with well justified ratings;

- the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs;
- projects had an M&E system in place with proper training, instruments and resources for parties responsible for M&E.

p. *Budgeting and funding for M&E activities.* The evaluation should determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

#### Complementarities with the UNEP strategies and programmes

50. . The evaluation should present a brief narrative on the following issues:

- a. *Linkage to UNEP's Expected Accomplishments and POW 2010-2011.* The UNEP MTS specifies desired results in six thematic focal areas. The desired results are termed Expected Accomplishments. Using the completed ROtI analysis, the evaluation should comment on whether the project makes a tangible contribution to any of the Expected Accomplishments specified in the UNEP MTS. The magnitude and extent of any contributions and the causal linkages should be fully described. Whilst it is recognised that UNEP projects designed prior to the production of the UNEP Medium Term Strategy (MTS)<sup>16</sup>/ Programme of Work (POW) 2010/11 would not necessarily be aligned with the Expected Accomplishments articulated in those documents, complementarities may still exist.
- b. *Alignment with the Bali Strategic Plan (BSP)<sup>17</sup>.* The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.
- c. *Gender.* Ascertain to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. Appreciate whether the intervention is likely to have any lasting differential impacts on gender equality and the relationship between women and the environment. To what extent do unresolved gender inequalities affect sustainability of project benefits?
- d. *South-South Cooperation.* This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.

#### The Consultants' Team

51. For this evaluation, a team of two consultants will be hired, of which at least one of which is knowledgeable about the project sub-region. The evaluation team will combine the following expertise and experience (at least ten years long) in:

- Evaluation of environmental projects,
- Expertise in climate change impacts, adaptation and mitigation.
- Education in environmental science/biology, climatology or natural resources management (at least M. Sc. Level), with understanding of science behind global climate change.
- Fluency in oral and written English and working knowledge in French will be useful.

52. The **Team Leader** will be responsible for coordinating the data collection and analysis phase of the evaluation, and preparing the inception and the main reports. S/he will ensure that all evaluation criteria are adequately covered by the Team. Annex 9 provides a matrix which presents the distribution of responsibilities between evaluation team members which will be finalised by the Team Leader and be part of the inception report.

53. The **Supporting Consultant** will prepare a technical working paper that will be appended to the main report, the content of which will be agreed upon with the Team Leader. The Supporting Consultant is also expected to work on selected sections of the main report as agreed with the Team Leader, and provide constructive comments on the draft report prepared by the Team Leader.

<sup>16</sup> <http://www.unep.org/PDF/FinalMTSGCSS-X-8.pdf>

<sup>17</sup> <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>



54. *By undersigning the service contract with UNEP/UNON, the consultant certifies that (s)he has not been associated with the design and implementation of the project in any way which may jeopardize his/her independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of their contract) with the project's executing or implementing units.*

#### Evaluation Deliverables and Review Procedures

55. The Team Leader will prepare and submit an **inception report** to the UNEP Evaluation Office before starting fieldwork or desk based phone/email interviews.

56. The inception report lays the foundations for the main evaluation. Its purpose is to develop an evaluation framework that includes:

- a. A review of the quality of project design to help identify how project design impacts on project implementation and performance;
- b. An analysis of the project's theory of change, creating a baseline which can be used to assess the actual project outcomes and impacts (expected and unexpected) during field visits and interviews;
- c. A detailed plan for the evaluation process.

57. The main components of the inception report are:

- **Review of the Quality of Project Design:** The review of project design is done on the basis of the project document and log frame. The Consultants should also familiarize themselves with the history and wider context of the project (details available on UNEP website, documentation from past projects, etc.). The analysis should be used to complete the 'Template for assessment of the quality of project design' (in the Annex 8 of the TORs). The rating system follows the Evaluation ratings used for the main evaluation (also described in the annex of the TORs).
- **Theory of Change Analysis:** Annex 7 of the TORs on Introduction to Theory of Change/Impact pathways, the ROTI Method and the ROTI results score sheet describes in details the Theory of Change approach. The Theory of Change analysis should be captured in a Theory of Change diagram, found in the annex. The diagram can be shared with project stakeholders in the course of the evaluation, as tool to aid discussion. Please note that the ratings requested in the annex are not needed in the inception report's Theory of Change analysis. The consultants should complete the ratings after the field visits/interviews. The ToC diagram and ratings should be incorporated in final evaluation report.
- **Evaluation Process Plan:** The evaluation process plan is based on a review of the project design, theory of change analysis and also of all the project documentation (listed in TORs Annex 6). The evaluation plan should include: summary of evaluation questions/areas to be explored/questions raised through document review; description of evaluation methodologies to be used.; list of data sources, indicators; list of individuals to be consulted; detailed distribution of roles and responsibilities among evaluation consultants; revised logistics (selection of sites to be visited)/dates of evaluation activities.

**58. The main evaluation report** should be brief (no longer than 35 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate.

**59. Review of the draft evaluation report.** The consultant will submit the zero draft report to the UNEP Evaluation Office and revise the draft following the comments and suggestions made by the Evaluation Office. The Evaluation Office will then share the first draft report with the UNEP CC-DARE Project Coordinator. The UNEP CC-DARE Coordinator will forward the first draft report to the other project stakeholders. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in



any conclusions. Comments would be expected within three weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP Evaluation Office for collation. The Evaluation Office will provide the comments to the consultant for consideration in preparing **the final draft report**. The consultant will submit the final draft report no later than 2 weeks after reception of stakeholder comments. The consultant will prepare a response to all comments that contradict the findings of the evaluation and could therefore not be accommodated in the final report. This response will be shared by the Evaluation Office with the interested stakeholders to ensure full transparency.

60. Consultations will be held between the consultants, Evaluation Office staff, UNEP/CC-DARE Team, CC DARE Project Coordinator, UNDP Country Teams and other key stakeholders of the project execution team. These consultations will seek feedback on the proposed recommendations and lessons.

**61. Submission of the final evaluation report:**

The final report shall be submitted by email to:

Mr. Segbedzi Norgbey, Chief  
UNEP Evaluation Office  
P.O. Box 30552-00100  
Nairobi, Kenya  
Tel.: (+254-20) 762 3387  
Email: segbedzi.norgbey@unep.org

The Chief of Evaluation will share the report with the following persons:

Richard Murang  
Policy and Programme Coordinator  
Climate Change Adaptation  
P.O. Box 30552-00100  
Nairobi, Kenya  
Tel.: (+254-20) 762 25727  
Email: Richard.Munang@unep.org

Mounkaila Goumandakoye,  
Director & Regional Representative,  
Regional Office for Africa (ROA),  
NOF Block 2, South-Wing  
United Nations Environment Programme (UNEP),  
P.O. Box 30552,00100  
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Desta Mebratu  
Deputy Regional Director  
Regional Office for Africa  
United Nations Environment Programme (UNEP)  
NOF Block 2, South-Wing  
P.O. Box 30552 - 00100  
Nairobi, Kenya  
Tel: +254-20 762 4289  
Fax: +254-20 762 3692

Email: desta.mebratu@unep.org

62. The final evaluation report will be published on the UNEP Evaluation Office web-site [www.unep.org/eou](http://www.unep.org/eou) and may be printed in hard copy.



63. As per usual practice, the UNEP Evaluation Office will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against UNEP criteria as presented in Annex 5.
64. The UNEP Evaluation Office will also prepare a **commentary** on the final evaluation report, which presents the Evaluation Office ratings of the project based on a careful review of the evidence collated by the evaluation team and the internal consistency of the report.

#### Resources and Schedule of the Evaluation

65. The Terminal Evaluation will be undertaken by two independent evaluation consultants contracted by UNEP Evaluation Office. The consultants will work under the overall responsibility of the UNEP Evaluation Office and they will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultants' individual responsibility to arrange for their travels, obtain documentary evidence, meetings with stakeholders, field visits, and any other logistical matters related to their assignment. The UNEP-CC DARE Project Coordinator and regional and national project staff will provide logistical support (introductions, meetings, transport, lodging, etc.) for the country visits where necessary, allowing the consultants to conduct the evaluation as efficiently and independently as possible.
66. The **Team Leader** will be hired for about seven weeks of work spread over three months; from December 2012 to mid-March 2013 (taking into account the Xmas holidays). She will travel to **Nairobi, Mozambique, Togo and Seychelles** to hold talks with project staff and beneficiaries and visit a number of project sites in each country.
67. The **Supporting Consultant** will be hired for four weeks of work, spread over three months (from December 2012 to mid-March 2013 - taking into account the December holidays). She will travel to **Malawi, Ethiopia and Rwanda** to hold talks with project staff and beneficiaries and visit a number of project sites in each country.
68. The consultants will submit an inception report five days after commencement (on 10th December 2012) and a zero draft report on 31st January 2013. A first draft report is expected on 21 February 2013 to UNEP Evaluation Office and the Chief of the Evaluation Office will share the draft report with the UNEP CC-DARE Project Coordinator, and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to UNEP Evaluation Office for collation and the consultant will be advised of any necessary revisions. Comments to the final draft report will be sent to the consultants within 10 days after submission after which the consultant will submit the final report no later than 10 March 2013.
69. The consultants will, after an initial telephone briefing with Evaluation Office and the UNEP CC-DARE Project Coordinator, conduct initial desk review work and present an inception report. The consultants will travel to the project sites to meet with relevant stakeholders.

#### Schedule of Payment

##### Lump Sum

70. The consultants will be hired under an individual Special Service Agreement (SSA). The fee will be estimated as a lump sum, inclusive of all expenses such as travel, accommodation and incidental expenses.
71. The consultants will receive an initial payment covering the costs for travel upon signature of the contract. A further 40% will be paid upon acceptance of the draft report. A final payment of 60% will be made upon satisfactory completion of work. The fee is payable under the individual Special Service Agreement (SSA) of the evaluator and is inclusive of all expenses such as travel, accommodation and incidental expenses.

##### Fee-only Option

72. The consultants will be hired under an individual Special Service Agreement (SSA) and is NOT inclusive of all expenses such as airfares, in-country travels, accommodation, incidental and terminal expenses. Air tickets will be paid separately by UNEP and 75% of the DSA for each authorised travel mission will be paid up front. Local in-country travel and communication costs will be reimbursed on the **production of acceptable**

**receipts.** Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

73. The Team Leader will receive 20% of the honorarium portion of his/her fee upon acceptance of the inception report and 30% upon acceptance of a draft report deemed complete and of acceptable quality by the EO. The remainder will be paid upon satisfactory completion of the work.
74. The Supporting Consultant will be paid the honoraria in **one single payment** upon satisfactory completion of their work. The Team Leader will advise the EO whether the Supporting Consultant has provided satisfactory inputs in the evaluation.
75. In case the consultants are not able to provide the deliverables in accordance with the TOR, in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Head of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.
76. If the consultants fail to submit a satisfactory final product to UNEP in a timely manner, i.e. within one month after the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

## Annex 10: Evaluation Timeframe for the Terminal Evaluation of the CC Dare Programme

*Table 1: Evaluation Timeframe for the TE of the CC DARE programme*

| Month              | Activities  |
|--------------------|---|
| <b>December</b>    | Inception<br>Liaison with support consultant<br>Organise country visits   |
| <b>January</b>     | Organise country visits<br>6-11/01: Rwanda country visit<br>17-19/01: Togo country visit<br>Draft Survey  |
| <b>February</b>    | Telephonic interviews<br>Survey<br>11-14/02: Malawi country visit<br>18-22/02: Ethiopia country visit<br>20-23/02: Mozambique country visit<br>25 - 28/02: UNEP HQ consultations<br>15/02 Zero draft report |
| <b>March/April</b> | Telephonic interviews<br>Survey<br>28/02 – 09/03: Seychelles country visit<br>20/03 Draft evaluation report   |



## Annex 11: The Terminal Evaluation Team (Summary Curriculum Vitae)

### LEAD CONSULTANT

**Juliane Zeidler (PhD)**

**Integrated Environmental Consultants Namibia, [j.zeidler@iecn-namibia.com](mailto:j.zeidler@iecn-namibia.com), +264 61 249 204**

Dr Zeidler is a German National residing in Namibia, and the Director of Integrated Environmental Consultants Namibia (IECN). Her main fields of expertise include the preparation of project briefs (PIFs, MSPs and FSPs) for submission to the Global Environmental Facility through various implementation agencies for climate change adaptation, sustainable land management, biodiversity and international waters project interventions throughout Africa. Beyond the preparation, she has also specialized in the implementation and evaluation of such projects. She is on the UNDP Roster of Experts for climate change adaptation and biodiversity.

Recent evaluation related work includes a mid-term evaluation in Zamiba, GIZ Fire Management Evaluation in South Africa and Tanzania, UNDP Zambia (End of project evaluation – West Lunga Protected Area), UNDP Madagascar (Mid-term evaluation of UNDP/GEF component of Third Environment Programme), programme evaluation of the Namibia Environment Fund Small Grant Programme, Mid- and end-term evaluation of the Communication and Awareness Strategy for NACOMA (World Bank project), among others. Dr Zeidler is also a member of GEF Climate-EVAL, a network on sharing best practices on climate change and development evaluation.

Several recent and ongoing projects on climate change adaptation include leading the NAPA development in Equatorial Guinea, assisting a suite of African Governments (i.e. Namibia, Mozambique, Cameroon, Rwanda) with the development of proposals (UNDP project documents) and developing PIFs on climate change adaptation in Malawi and Cape Verde as well as having recently developed the full sized GEF Project Document for climate change adaptation in the water sector in Sierra Leone. She has also supported UNDP/GEF LDCF proposals for Eritrea, Benin and Rwanda and recently completed work as part of a team of the Project Preparatory Grant phase of a FSP Biodiversity project on establishing Protected Landscape Areas in Namibia.

A full list of her and her company's assignments can be accessed at [www.iecn-namibia.com](http://www.iecn-namibia.com). Dr Zeidler was also recently elected the Global Chair of the IUCN's Commission on Education and Communication.

**SUPPORT CONSULTANT**

**Justine Braby (PhD)**

**Integrated Environmental Consultants Namibia, j.braby@iecn-namibia.com, +264 61 249 204**

Dr Braby is Namibian national and resident working as a consultant at Integrated Environmental Consultants Namibia. She has an academic background in Zoology, Education and Environmental Law. Her main fields of expertise related to climate change involve local level adaptation implementation, climate change and youth, renewable energy, climate change awareness and communication, vulnerability assessments and project evaluation. She has also had experience in GEF PIF and FSP development, having supported the development of the PIF on the climate change adaptation in fisheries in Cape Verde, and the development of the FSP of climate change adaptation in the water sector in Sierra Leone.

She is currently leading the Vulnerability Assessment of Equatorial Guinea as well as supporting the NAPA development for the country. Other areas of expertise include natural resource management, biodiversity, and sustainable land management. Evaluation related experience has included leading the Terminal Evaluation of the Communication and Awareness Strategy of NACOMA (Namibia Coastal Conservation and Management Project – GEF/World Bank), and preparation of monitoring and evaluation framework for the GEF FSP ‘Enhancing decision-making through interactive environmental learning and action towards sustainable land management in the Molopo-Nossob River basin in Botswana, Namibia and South Africa’ executed by IUCN (developing indicator framework, monitoring and evaluation systems, developed and conducted field methodology for land condition assessments, socio-economic assessments, PRA and community consultations), including the evaluation (desktop and site visits) of various SLM pilot projects for up-scaling in the Kalahari Namib and has reviewed and assessed best practice climate change projects in Africa as Deputy Coordinator of the African Youth Initiative on Climate Change.

Other climate change adaptation related work includes leading the youth action and outreach programme under the Africa Adaptation Project Namibia, including organising and running a national Climate Change Adaptation Youth Conference, developing communication materials and dissemination/communicating these, engaging youth and inciting action, and running pilot projects ([www.youth-climate.org](http://www.youth-climate.org)), leading various components under the Climate Change Ambassadors’ Programme (Namibia), including developing facilitators’ agendas for training events, organising the logistics and content for these events, developing the CC Ambassadors’ Blog over the duration of the training modules (<http://cca-ambassadors-namibia.blogspot.com/>), designing training modules for Training of Trainers on the climate change adaptation information toolkits for the rural communities in all regions in Namibia. A full list of assignments can be accessed at [www.iecn-namibia.com](http://www.iecn-namibia.com).

Dr Braby was elected the Deputy Coordinator of the African Youth Initiative on Climate Change in 2012, is the founder of the Namibian Youth Coalition on Climate Change, and is a Member of the Balaton Network on Sustainability.



**CC-DARE – Climate Change and Development – Adapting by Reducing Vulnerability**  
 UNEP Programme ID: CP/4040 -08 – 06, CPL 2585

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**TERMINAL EVALUATION**





## ANNEX 12: Technical Report – Evaluation of Rwanda, Malawi and Ethiopia (Country visits by Support Consultant)



Justine Braby (PhD)

For the United Nations Environment Programme (UNEP) in addition to co-drafting of the Terminal Evaluation Report of the CC DARE Programme  
April 2013

### List of Acronyms

|          |  |
|----------|--|
| AAP      | Africa Adaptation Programme  |
| CC DARE  | Climate Change and Development – Adapting by Reducing Vulnerability  |
| CSOs     | Civil Society Organisations  |
| CURE     | Coordination Union for the Rehabilitation of the Environment         |
| EAD      | Environmental Affairs Department of Malawi (Ministry of Environment) |
| EPA      | Environmental Protection Authority of Ethiopia                       |
| EWNHS    | Ethiopia Wildlife and Natural History Society                        |
| FRIM     | Forestry Research Institute of Malawi                                |
| IBC      | Institute for Biodiversity Conservation                              |
| IUCN     | International Union for the Conservation of Nature                   |
| MA       | Ministry of Agriculture of Rwanda                                    |
| MINIRENA | Ministry of Environment and Natural Resources of Rwanda              |
| MLG      | Ministry of Local Government of Rwanda                               |
| NAPA     | National Adaptation Programme of Action                              |
| NAWDPC   | National Acute Water Diarrhoea Prevention and Control Strategy       |
| NBDF     | Nile Basin Discourse Forum   |
| NCST     | National Commission for Science and Technology                       |
| OVI      | Outcomes Verification Inspection                                     |
| REMA     | Rwanda Environmental Management Authority                            |
| RENGOF   | Rwanda Environmental Non-Governmental Organisations Forum            |
| SoRPARI  | Somali Pastoral and Agro-pastoral Research Institute                 |
| TOC      | Theory of Change   |
| UNDP CO  | United Nations Development Programme Country Office                  |
| UNEP     | United Nations Environment Programme                                 |



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1.



# 1. RWANDA COUNTRY REPORT

## 1. Overview of CC DARE projects in Rwanda

1. Two projects were conducted in Rwanda as part of the CC DARE programme, namely (a) Building capacity and raising awareness for a sensitive community on climate change adaptation in Rwanda/ **NBDF Climate Change Adaptation (CCA) Awareness Project** (Nile Basin Development Forum, NBDF); and (b) Adapting to Climate Change through Land and Biodiversity Conservation in Gishwati Area in the Nyabihu District/**RENGOF Land Suitability Project** (Rwanda Environmental Non-Governmental Organisations Forum, RENGOF).
2. The **RENGOF Land Suitability Project** was a project co-facilitated by three Ministries (MINIRENA, MA, MLG) and located in north-western Rwanda. The project developed the Land Suitability Plan of the Nyabihu District and was responsible for the zoning of mountain areas into high, moderate and low risk areas in order to better assess land uses per area. Through participatory processes and climate change awareness, the project relocated people from high risk zones to safer zones, and the high risk zones were re-forested. Moderate risk zones were planted with grass and used as grazing land, and low risk zones were used for conservation agriculture.
3. The **NBDF CCA Awareness Project** conducted various climate change awareness raising and capacity building initiatives to 30 non-governmental organisations, government and media, including sporadic learning by doing exercises.

## 2. Project Performance and Impact

### A. Attainment of objectives and planned results

#### *Relevance of the programme*

4. There was a high demand by Rwanda for the projects run by the CC DARE Programme. The projects were in line with the NAPA priorities, and the high interest and involvement of Ministries both in the implementation, but also the sustainability of the projects and direct uptake by government is testament to the high relevance of the projects to Rwanda.
5. The overall rating given for relevance of the programme would be **highly satisfactory**.

#### *Effectiveness of the Programme*

6. The evaluation of effectiveness is based on the extent to which the programme objective was achieved, *to improve the ability for countries to remove barriers and create opportunities for integrating climate change adaptation into their development agendas*.
7. Although this objective may have not been fully realised in Rwanda, given the scope and size of the projects, the programme did realise this objective to some extent. For instance, with regards the RENGOF Land Suitability Project, the Government of Rwanda took full ownership of the Land Suitability Plan and has put forward USD25 million to implement. Cabinet passed the zonation of the high risk zones as protected areas. There also seemed to be a high level of ownership amongst local government regarding alternative livelihoods sparked by the RENGOF project, as well as further land resettlement and direct support given by government to the people. Climate change was mainstreamed into development in the respective District Development Plans.
8. With regard the capacity building that took place, it seemed that there was not as much communication upstream and as a result decision-makers were not necessarily always aware of the highly innovative initiatives taking place on the ground.

9. The overall rating for effectiveness is **Satisfactory**.

### *Efficiency of project*

10. Generally the time efficiency of the project was heavily hampered due to projects claiming that administration procedures, especially regarding funding, from UNEP were often lagging. This meant that project proponents could often not pay their service providers on time. According to the projects, there was little communication between UNEP and the projects – this has been attributed to high staff turnovers at UNEP management.
11. The cost efficiency of the projects were extremely good, with funds being disbursed directly to project proponents which resulted in low cost, high impact, supported by an immensely high level of ownership, especially with the RENGOF Land Suitability Project, which managed to have incredible results given the small budget.
12. Barring the UNEP communication, the CC DARE projects in Rwanda were highly efficient giving a rating for Efficiency of **Highly Satisfactory**.

## **B. Achievements of outputs and activities**

13. When focusing on the Theory of Change (TOC) developed for the Terminal Evaluation of the CC DARE Programme, three impacts were defined, namely (a) Reduced country vulnerability, (b) Innovation and application of cost-effective climate change adaptation and mitigation measures, and (c) Knowledgeable climate change adaptation community of practice throughout Sub-Saharan Africa that supports climate smart decision-making. In Rwanda, all three were achieved in varying levels. The country's vulnerability was reduced due to the Land Settlement Plan (although only for one district, this did have a knock-on effect in other districts). The low budget and high impact of e.g. the RENGOF project is a testament to the high level of innovation and application of cost-effective climate change adaptation measures. The capacity building programmes and outreach and dissemination strategies of the NBDF project went a long way to build capacity and a community of practice of knowledgeable climate change practitioners, decision-makers and communicators in Rwanda.

### *Achievements of outputs*

14. The CC DARE programme has three components, each of them with an expected outcome. It must be noted that all components and their relative outputs were implemented in a manner in which their achievements are cross-cutting and overlapping. The detailed assessments below therefore may have cross-cutting emphasis into other outputs (of other outcomes).
15. At the onset, it is remarkable what Rwanda managed to achieve with a very small budget. The level of initiative and ownership at project level was inspiring, and project proponents achieved immense practical success.
- 16. Outcome 1: Knowledge, skills and partnerships that support systematic mainstreaming of climate change risks are developed or strengthened**
- a. *Output 1.1.* Tools for screening climate change risks associated with national policies and programmes are developed.
  - b. *Output 1.2.* Technical support for screening and revising national programmes to reduce risks is provided.
  - c. *Output 1.3.* National Communications in pilot country integrates adaptation guidance provided throughout the programme.
17. Tools were developed at district level through the RENGOF project (e.g. Land Suitability Plan, climate change mainstreamed into district development plans), and various materials and tools developed as part of the capacity building programmes of the NBDF project. How many of these materials reached the high level decision-making is questionable and the extent and use of materials by practitioners is also not known. The



zoning of high risk areas was passed through Cabinet, which illustrated that some action at project level made it to national level. Agriculture in the districts was also conducted according to the risk zonations in the Land Suitability Plan.

18. Generally technical support was appreciated by the project proponents, although it seemed that there was no real overall screening through the technical support.
19. It seems that the projects were strongly aligned with the NAPA priorities. The country coordinating institution (REMA) was strongly involved in ranking the projects and as such projects were identified based on Rwanda's priorities and needs.
- 20. Outcome 2: Technical and institutional capacities for identifying, prioritising and implementing cost-effective adaptive measures for priority sectors are developed**
  - a. *Output 2.1.* Training programmes for local institutions and CSOs on costing of adaptation options are designed and conducted and policy makers trained
  - b. *Output 2.2.* National development or sectoral plans and programmes in the pilot countries incorporate climate risk management strategies, policies and measures
  - c. *Output 2.3.* National policy makers incorporate climate change considerations in general and sectoral planning efforts.
21. Training programmes were conducted for about 30 non-governmental organisations, government institutions as well as the media, but these were more on general climate awareness and not necessarily directed at costing of adaptation options. Policy makers were informed through learning by doing exercises, which showed innovation (e.g. tree planting at district level – high level officials were invited).
22. In Rwanda there was a high level of commitment from Ministries to mainstream climate change, especially at sectoral level (through their district level development plans and their ownership of the Land Suitability Plan).
23. There has been some uptake at Cabinet level in terms of the zonation of high risk areas as protected areas. And it seems that, especially the successes and high level of participation of the RENGOF project has filtered into decision-making at regional/district level. However, despite the level of lessons learnt, not as much policy uptake at national level occurred (although, for instance, the contribution of USD25 million to the implementation of the Land Suitability Plan by the Ministry of Local Government, which may be testament towards larger national uptake of lessons learnt and successes achieved through the RENGOF project).
- 24. Outcome 3: Regional cooperation and knowledge sharing mechanisms on climate change adaptation are created and enhanced**
  - a. *Output 3.1.* Best practice case studies to support implementation of climate change mainstreaming needs are compiled and disseminated
  - b. *Output 3.2.* Bi-annual meetings (virtual and face to face) of regional institutions and “on UN” country agencies involved in the development and piloting of mainstreaming activities
  - c. *Output 3.3.* New climate change adaptation activities are leveraged by CC DARE either directly or indirectly
25. The RENGOF project in particular had many lessons and could be deemed as best practice in terms of the success and knock on effects it achieved. A documentary was filmed about its successes and the visits by project proponents to regional workshops to share experiences took place. However, given the scale of the projects success, more could be done to disseminate. This said, the online platform and the CC DARE website does illustrate the project's successes and is reflective of mainstreaming these ideas into the larger climate arena.
26. In Rwanda, several meetings took place over the CC DARE programme lifespan with participants including UN country agencies (more notably UNDP was very involved in initial project ranking and inception phases), and various relevant institutions were involved in the development and piloting of mainstreaming activities.
27. In Rwanda, the CC DARE programme had an intense knock-on effect, especially considering the RENGOF project; where government ownership was strong and the Land Suitability Plan is being implemented fully by Government, not only through major financial investments but also through establishment of the Water and Land Management Unit in Kyabihu District. Related activities to the project are now also part of funded key priorities of the three Ministries.

28. The rating given to the achievement of outputs is **Satisfactory**.

## C. Sustainability of project outcomes

### *Socio-political Sustainability*

29. The socio-political sustainability was made evident throughout the projects' implementation and from the level of engagement, ownership and uptake by communities, local and national government as well as civil society practitioners. The projects were chosen by countries through the proposal ranking approach implying the high level of demand by countries for the projects.
30. In Rwanda it was clear that, even though the project had ended, there was a strong continued implementation of activities from the project (RENGOF project), with some activities having filtered into other districts.
31. Socio-political sustainability is rated as **Highly Likely**.

### *Financial Resources*

32. The project interventions were meant to demonstrate projects for upscaling and mainstreaming by governments. In this context, the momentum of demonstration has leveraged for financial resources from national government (or more specifically, USD25 million committed by Ministry of Local Government to the implementation of the Land Suitability Plan), as well as the replication of the RENGOF project (or upscaling) by UNDP (Japan Funding) Africa Adaptation Project (AAP).
33. This said, it must be noted that the country project proponents were still very much in expectation that there would be a second CC DARE phase for Rwanda. This was especially made very clear by RENGOF, who had mentioned that a Memorandum of Understanding had been signed (in front of the communities) between RENGOF and UNEP for the second phase. In this sense, it seems that there was miscommunication which resulted in raised expectations by the project proponents, the Government of Rwanda, as well as the communities. It was impressed on the consultant during the country visit that funds were minimal and that high expectations resulted from CC DARE to continue funding at some point, which raises questions about the sustainability of financial resources beyond CC DARE (for instance, there are many implementation activities of the resettlement due to high climate change vulnerabilities which are lacking due to insufficient funding).
34. The rating for Financial Resources is **Likely**.

### *Institutional Framework*

35. Country level institutional framework was generally good, with the UNFCCC Focal Point and the relevant authority (REMA) being involved in project design phase and project ranking. However, in terms of overall coordination, this seemed to be minimal compared to other CC DARE countries where projects had strong coordination. The general minimal coordination left the projects to implement without sharing or communicating results (e.g. RENGOF were not aware of the materials that NBDF had produced).
36. UNDP country office was involved also at design phase, and were aware of the projects during implementation (through workshops and meetings), and there was a high level of interest and encouragement from UNDP initially, but the high turnover at UNDP also resulted in less involvement than in other countries during project implementation.
37. By engaging various representatives in project implementation, including through capacity building programmes, and through exposure to good demonstration, the programme helped to strengthen the institutional framework in Rwanda (especially through cooperation of various Ministries) – reaching out to “new” sectors (e.g. media, Ministry of Local Government) was an approach that clearly made significant contributions to building a more diverse and knowledge institutional framework.



38. Institutional framework is rated as **Likely**.

### *Environmental Sustainability*

39. The environmental sustainability of the programme (looking specifically at the RENGOF project, but also having reviewed the capacity building approaches and content of the NBDF project) was clear due to the strong alignment of the projects to ecosystem-based adaptation approaches. The projects' were clearly responding to unsustainable land management processes which, together with climate change impacts, were having detrimental effects on people's lives (mainly through landslides as a result of mountain faces being loosened due to deforestation). Through re-forestation of protected areas in high risk zones, stabilizing of soil in moderate zones by replacing bad-practice agriculture with grazing pasture, and replacing bad-practice agriculture with conservation agriculture (e.g. zero tillage) in low risk zones is illustrative of the environmental sustainability of the project.

40. The Environmental Sustainability is rated as **Highly Likely**.

### **D. Catalytic Role and Replication**

41. In terms of **behavioural changes** the CC DARE projects in Rwanda have had a catalytic effect where on the ground projects (e.g. RENGOF activities) have drastically changed the understanding of natural resource management. Communities have witnessed real impacts and fully understand the importance of resettlement from high risk zones for their safety and livelihoods. At policy level, decision-makers, through exposure of the successes of the demonstration of the RENGOF project have had major shifts in their understanding of climate change and resettlement, as well as land use options, and have supported and upscaled the project through dedicated government budgets, but also through leveraging through funding from other sources (e.g. UNDP AAP – funding from Japan).

42. **Incentives** received by communities relocating to safer grounds, and the direct benefits received as a result towards the improvement of livelihoods enhanced resilience at community level, district level and has filtered up to national level.

43. There have been **institutional changes** in terms of Government establishing new departments (e.g. the Gishwati Water and Land Management Project) as well as Ministries working collaboratively beyond their mandates and sharing and collaborating with NGOs and civil society.

44. **Policy Changes** took place indirectly through the exposure of Government to the demonstration projects through the development of the Land Suitability Plan – exemplified by the gazetting by Cabinet to protect high risk (landslide) areas and reforest them.

45. The CC DARE projects in Rwanda had a large impact through their demonstration and **catalysed funding** for projects to be upscaled, through, for instance, a large dedicated government budget to implement the Land Suitability Plan developed through the RENGOF project, and various facets taken up through the UNDP AAP programme in Rwanda.

46. Through the NBDF project, various **champions of climate change interventions** were born, especially in the journalist area. It must also be noted that within RENGOF it was incredible the amount of passion and enthusiasm, both in terms of the ownership but also as communicators of the climate change message.

47. The passion, enthusiasm, strong level of ownership and willingness to go beyond the budget limitations in terms of work allocation reflected the high level of success of the RENGOF project in particular, which in turn has **promoted upscaling and replication**.

48. The rating for catalytic role and replication is given as **Highly Satisfactory**.

### **E. Processes affecting attainment of project results**

#### *Preparation and readiness*



49. The preparation and readiness of the Rwanda country team was comparably high – with project proponents having had their plan of action ready in the proposal phase already. Because projects responded to direct country demands, preparation was in line with NAPA requirements and project implementation was timely as a result.
50. Preparation and readiness is given a rating of **Highly Satisfactory**.

### *Implementation Approach and Management*

51. The overall management from UNEP to country level (taking into account the difficulty of managing a portfolio of 48 projects in 11 countries) was generally appropriate. The programme management (e.g. Bubu Jallow) did pay various visits to Rwanda to provide support and did follow up with reporting processes in a timely manner. However, it did seem that towards the end of project implementation there was a lack of communication between project proponents (particularly RENGOF) and UNEP – especially considering the miscommunication of the Phase 2 implementation expectations.
52. The implementation approach and management at country level was generally conducted well, although this was done directly by project proponents responsible for their projects, and overall coordination of these during implementation was not done in the same manner as in other countries (like Malawi and Ethiopia where overall coordination was very strong). Despite this, given the achievements of the two projects, the implementation approach seemed to have worked in the country context.
53. The implementation approach and management is rated as **Satisfactory**.

### *Stakeholder participation and public awareness*

54. At programmatic level, a set of fact-finding missions (or inception workshops) were conducted and engaged a number of stakeholders. The regional workshops were also instrumental in getting together country implementers to share experiences and practices.
55. The mechanisms in which the proposals were generated for demonstration activities were designed in such a way that it identified and engaged a wide net of stakeholders.
56. At country level, the NBDF project, through its awareness raising and capacity building initiatives had a large impact on engaging non-usual stakeholders and players in various sectors. Its media climate change capacity building programme mobilised journalists to regularly report on climate change issues in the country and therefore catalyse a greater community of awareness.
57. Generally, public awareness and capacity building initiatives were effective in reaching their target audiences. However, the degree and effectiveness of the public awareness and materials dissemination is questionable. Based on interviews with project proponents, it seemed that project proponents were not aware of each other's materials – a testament to the lack of information and exchange amongst the project partners.
58. During RENGOF implementation, there was a large amount of participation and engagement at all levels (local government, NGOs and civil society and community project beneficiaries) which reflects the wide stakeholder participation and public awareness (especially when looking at the knock on effects of the success of the project).
59. The incredibly high level of ownership and commitment of the technical staff (project proponents) as well as the high level of community engagement in project implementation was exceptional and testament to CC DARE's success in Rwanda.
60. The rating given for Stakeholder Participation and Public Awareness is **highly satisfactory**.

### *Country Ownership and Driven-ness*

61. The priorities of the projects were directly aligned with the country priorities (e.g. NAPA) and the design of the CC DARE programme was demand-led in nature. Given that a small amount of funding was directly channelled to country implementers based on ranking by the country coordinator showed that the



programme aimed to be country driven with UNEP providing support and guidance. Through this unique approach the projects in Rwanda were immediately owned by the country and project proponents.

62. Despite coordination of the projects lacking, the ownership from project proponents to involved government ministries and institutions to the community was extremely high. The CC DARE projects had a large catalytic effect on forming collaborations (e.g. among government ministries) and community to government, NGO to government, and so forth. This in turn lays a good foundation for further collaborative work in the climate arena.
63. The project proponents, in particular, have a high level of drive and it was very clear from the country visits that the projects will continue with the high level of commitment towards climate change adaptation interventions.
64. The rating given to country ownership and driven-ness is **Highly Satisfactory**.

### *Financial Planning and Management*

65. No specific project budget breakdowns were requested and the programme budget was evaluated overall in terms of expenditure. However, a small summary is made in terms of financial arrangements, planning and management.
66. Small funds were released directly to project proponents (totals: RENGOF – USD60,000.00 and NBDF USD90,000.00) based on project performance outputs. Fund release from UNEP to the project proponents had major delays (sometimes up to six months) which caused delays in payments to service providers causing mistrust and bad working relationships.
67. Despite the funding delays, funds were spent by project proponents and all intended results were met.
68. Evaluation rating for financial management is considered at programmatic level and a rating of **satisfactory** is therefore given.

### *UNEP Supervision and Backstopping*

69. Generally, project proponents appreciated the UNEP progress checking, supervision and overall support. Visits to the country and regular communication ensured work was done in a timely manner.
70. However, project proponents did reflect their frustrations regarding the lack of communication regarding the high expectations of Phase 2 in Rwanda, as well as the general financial delays by UNEP when it came to funding transfers.
71. In Rwanda, UNEP Supervision and Backstopping at country-level was **Satisfactory**.

### *Monitoring and Evaluation*

72. At programmatic level, the **M&E design** followed UNEP's standard monitoring and evaluation procedure – the project log frame included objectively verifiable indicators and means of verification for the project objectives, outcomes and outputs.
73. Monitoring and Evaluation were components critical in the proposal writing phase and thus were included within projects in Rwanda.
74. Monitoring and Evaluation at project level was done during **implementation**, although with the lack of overall coordination it is questionable whether these were done independently or followed strictly.
75. **Budgets** were allocated directly to project M&E activities throughout project implementation.
76. The rating for M&E activities at country level is **Satisfactory**.

## Conclusions and recommendations

77. The CC DARE Projects in Rwanda were highly demand led and aligned with the priorities of the country. Given the small budgets allocated and the time frame it is remarkable what was achieved in the country. The achievements can be attributed to a high level of commitment of the project proponents, large stakeholder engagement and strong sense of ownership at all levels of the projects which took place.
78. According to the TOC (of the Terminal Evaluation of the CC DARE programme), the impacts were met by the projects in Rwanda, and given the number of projects in Rwanda and the overall results achieved, the project had a large knock on effect to other districts and a lot of the best practice interventions filtered through to national level.
79. The high expectations by project proponents and communities for a second phase CC DARE is a reflection of the possible miscommunications between UNEP and the country team. The RENGOF project especially was highly expectant of a second phase, and was under the impression that this would be a realistic eventuality.
80. The overall rating for the CC DARE projects in Rwanda is **Satisfactory**.
81. Recommendations and lessons learnt were co-developed for the programme overall with the Evaluation Team Leader.

| Criterion                                       | Summary Assessment   | Rating |
|---|--|--------|
| A. Attainment of project objectives and results | The programme's objectives and expected results were achieved. The technical outputs developed in Rwanda are generally of high quality and the activities have high replication value. The activities have resulted in the removal of various barriers and have created opportunities to integrate climate change into decision making and national development planning. The overall rating is averaged from the effectiveness, relevance and efficiency. | HS     |
| A.1. Effectiveness                              | Despite the small amount of funding given to only two projects in Rwanda, the two projects went a long way in achieving the CC DARE programme objective. zeCS h project embers of key institutions for this, but WWF and UNEP could do this through ongoing iinitatives  | S      |
| A.2. Relevance                                  | The projects in Rwanda were highly relevant as a result of having been ranked by country coordinator and aligned with NAPA priorities.   | HS     |
| A.3. Efficiency                                 | The CC DARE projects in Rwanda were highly efficient especially considering the cost efficiency and results achieved in a small timeframe.   | HS     |
| B. Achievement of outputs and activities        | All outputs were achieved to a large degree, technical outputs were of high quality.   | S      |
| C. Sustainability of project outcomes           | The overall rating on this criterion is based on the lowest individual criterion rating as set out in the TOR.   | L      |
| C.1. Financial                                  | With large government dedicated budget allocations to the implementation of the Land Suitability Plan and other external funding having been secured, the financial sustainability seems likely. However there is still a high level of expectation for other sources of funding, and funding generally seems to be problematic given the scope and need for upscaling.  | L      |
| C.2. Socio-political                            | The projects garnered considerable support at all levels, from communities, NGOs, private sector and government representatives. They has also influenced high level decision-making and were aligned with the NAPA priorities.  | HL     |
| C.3. Institutional framework                    | Direct involvement of key institutions and country stakeholders, institutional arrangement was diverse and lent itself to strengthening at many levels; new units were put in place (e.g. Land and Water Management Unit in Gishwati) – although improved coordination may have realised more institutional strengthening.   | L      |



|  |   |     |
|--|---|-----|
| C.4. Environmental                                   | The projects were clearly aligned with ecosystem based approaches to adaptation with environmentally sound practices being conducted.   | HL  |
| D. Catalytic role and replication                    | The projects (especially RENGOF) have catalysed climate change adaptation projects in Rwanda and have had large knock effects into other districts.   | HS  |
| E. Processes Affecting Attainment of Project Results |   | n/a |
| E.1. Preparation and Readiness                       | The preparation and readiness of the projects in Rwanda was comparatively high.   | HS  |
| E.2. Implementation Approach and Management          | Although no clear coordination took place as it did in other countries, like Malawi, the two projects seem to have taken successful approaches to implementation, with technical support from UNEP.       | S   |
| E.3. Stakeholder Involvement and Public Awareness    | Wide stakeholder engagement through-out process, from local communities to high level government officials. A great bottom-up approach.   | HS  |
| E.4. Country ownership and driven-ness               | Programme was demand-led and the project proponents in Rwanda took complete ownership – straight to implementation, profile of the projects were raised across country.                                   | HS  |
| E.5. Financial Planning and Management               | Country reporting was generally good, but financial planning and management is assessed as a whole.   | S   |
| E.6. UNEP Supervision and Backstopping               | UNEP played an adequate role in supervision and backstopping with great team commitment – although during the last phases (especially with RENGOF and UNEP signing and MoU) the communication was sparse. | S   |
| E.7. Monitoring and Evaluation                       | Generally the monitoring and evaluation at country level was good.  | S   |

## 2. MALAWI COUNTRY REPORT

### 1. Overview of CC DARE projects in Malawi

1. Four projects were conducted in Malawi as part of the CC DARE programme, namely
  - a. Integrating climate change adaptation in the Agriculture and Natural Resource Curriculum in Malawi (Phase 1), and integrating climate change adaptation in Agriculture and Natural Resources Management in Chikhwawa District (Phase 2) (**Bunda Project**)
  - b. The adjustment of the National Science and Technology Policy with the insertion of climate change and environmental issues to initiate integration of climate change into policy (**NCST Policy Project**)
  - c. Strengthening the management of natural resources in the impoverished Blantyre North area and enhancing community resilience (Phase 1 and 2) (**FRIM Project**)
  - d. Improving climate change adaptation capacity for rural communities in Karonga and mainstreaming climate change adaptation into the district development planning system (**CURE Project**)
2. The **Bunda Project** took place in two phases, with the *first phase* aiming to develop a masters curriculum on climate change adaptation in agriculture and natural resource management for the Lilongwe University of Agriculture and Natural Resources. The curriculum development was highly participatory, including the collection of indigenous knowledge on coping strategies and the identification of potential adaptation options and existing best practices. The project did this through the establishment of a partnerships and close working relations with the local government and communities of the Chikhwawa and Nsanje Districts in the Lower Shire of southern Malawi. The project assessed the current needs in training on climate change adaptation for development of modules for the curriculum, including guest lectures, seminars, group discussions, site visits to demonstration projects and best practices. The climate change integrated curriculum was developed at the Master of Science degree level. In addition to this, the project

also developed four training modules on climate change for stakeholders in English and the Chikhwawa language. The *second phase* aimed to build the capacities of communities in Ntombosola, Chikhwawa to develop effective and sustainable adaptation strategies to climate change with regards agriculture and natural resource management. This was done through enhancing resilience at community level (e.g. sinking a borehole for the relocated community, conservation agriculture and training), developing of manuals/toolkits to aid in training including the training of trainers (agricultural extension officers, NGO implementers) and the demand led training of high school teachers.

3. The **NCST Policy Project** used the review of the National Science and Technology Policy to integrate climate change and environmental issues. The review was participatory at all levels, which resulted in the integration of relevant and country context climate change issues into the policy. This integration is a first step towards the integration of climate change considerations into national development planning.
4. The **FRIM Project** aimed to strengthen natural resource management, climate change awareness and research and development through learning by doing approaches and piloting innovations in conservation agriculture as well as dealing with major deforestation issues in the Blantyre area through agroforestry programmes. The used "lead farmers" to demonstrate conservation agriculture in various sites of their land to test which practices are most effective with the aim of having lessons learnt for improved food security in a changing climate. Through this process, the project conducted training on conservation agriculture principles and had demonstration blocks on conservation agriculture. Training also included the sensitisation and understanding of and by the community of the linkages between activities like deforestation, climate change and drought. Natural Resource Management committees were either formed or strengthened through the project lifetime too.
5. The **CURE Project** aimed, through two phases, to contribute towards poverty reduction among affected communities in Karonga through the enhancement of access to information on climate change impacts and adaptation to build their capacity to mainstream climate change adaptation strategies into their planning system. Phase 1 included baseline studies of general climate change awareness and mainstreaming climate change into district development plans of Karonga District, and phase 2 included the implementation and demonstration of pilot interventions as well as training of trainers – this was done often by using the lessons learnt from previous projects (e.g. the IUCN/CURE project on riverbank stabilisation). The project process included the sensitisation of communities through crop diversification and riverbank stabilisation as well as awareness material dissemination on climate change specific to the Karonga District. Climate change was integrated into the Karonga district contingency plan, training of district staff, district level civil protection committees and area development committees was conducted.

## 2. Project Performance and Impact

### A. Attainment of objectives and planned results

#### *Relevance of the programme*

6. The projects in Malawi were highly-demand led, practical and targeting specific actions with alignments to NAPA priorities. For example, the NCST Policy Project was conducted by the same people who led the overall NAPA development indicating clear needs-based priorities in terms of climate change and policy development in Malawi. In addition, ministry staff elaborated clearly on the ability of the project to demonstrate results and solutions to country specific climate change related problems in a short time span with real impact.
7. The high interest for and dynamics put in place by the CC DARE projects in Malawi confirm the projects' relevance at local, regional and national level.
8. The overall rating given for relevance of the programme would be **highly satisfactory**.

#### *Effectiveness of the Programme*

9. The evaluation of effectiveness is based on the extent to which the programme objective was achieved, to



*improve the ability for countries to remove barriers and create opportunities for integrating climate change adaptation into their development agendas.*

10. Overall the CC DARE Programme went a long way to achieve this objective in Malawi. Through the first steps initiated through the NCST Policy project to integrate climate change into policy in a broader development arena down to involving district level staff and government extension staff in CC DARE project implementation had a great impact in terms of first steps and potentials to further improve the ability of the country to remove barriers and create opportunities for integrating climate change adaptation into its district level, regional and national development agendas. One novel approach used was to invite the Chikhwawa Member of Parliament to the sinking of a borehole in a community project led by the Bunda Project – this was the first time that the community had their voices heard by their elected Member of Parliament, as well as the first time the Member of Parliament was exposed to climate change relevant issues on the ground. Another example is the CURE Project which, through its training, demonstration projects, and co-development of climate change integration resulted in the climate change integration into the Karonga District Contingency Plan – a first step to climate change integration into development agenda at district level.
11. Due also to strong coordination by the Malawi CC DARE Country Coordinator, there was a lot of sharing both within the project proponent projects, but also externally, and much information was filtered upstream into generating project impact awareness at high level.
12. The overall rating for effectiveness is **Highly Satisfactory**.

### *Efficiency of project*

13. Generally the time efficiency of the projects was hampered with in some instances due to the difficult political climate of the country during project implementation. Especially considering the petrol crisis in Malawi had implications on project processes, especially when it came to service providers completing their work on time. The projects' were meant to be adaptive and flexible, which provided the context in which projects were being implemented. Given the high impact of the projects in small time frames and budgets, the general efficiency is considerably high.
14. The cost efficiency of the projects were extremely good, with funds being disbursed directly to project proponents which resulted in low cost, high impact, supported by an immensely high level of ownership across all projects, especially those on the ground, which managed to have incredible results given the small budget.
15. The rating for efficiency is **Highly Satisfactory**.

### **B. Achievements of outputs and activities**

16. When focusing on the Theory of Change (TOC) developed for the Terminal Evaluation of the CC DARE Programme, three impacts were defined, namely (a) Reduced country vulnerability, (b) Innovation and application of cost-effective climate change adaptation and mitigation measures, and (c) Knowledgeable climate change adaptation community of practice throughout Sub-Saharan Africa that supports climate smart decision-making. Considering these three impacts for Malawi, the project impacts and knock on effects went a long way to reduce country vulnerability. Three of the four projects were conducted through direct implementation of innovations and demonstrations – these clearly had large impacts on communities involved and have large potentials for upscaling. Through the projects' implementation and capacity building programmes (from curriculum development to training of high school teachers, government staff, wide public participation processes, community learning by doing approaches) as well as the sharing mechanisms at regional workshops organised by UNEP, the CC DARE Projects in Malawi have gone a long way in creating a knowledgeable climate change adaptation community of practice.

### *Achievements of outputs*

17. The CC DARE programme has three components, each of them with an expected outcome. It must be noted that all components and their relative outputs were implemented in a manner in which their achievements



are cross-cutting and overlapping. The detailed assessments below therefore may have cross-cutting emphasis into other outputs (of other outcomes).

18. At the onset, it is remarkable what Malawi managed to achieve with its diverse range of projects and strong coordination of the CC DARE projects in country. The level of innovation and project proponent passion and enthusiasm at project level was inspiring, and project proponents achieved immense practical success in various areas of the country. The coordination at country level brought together sharing mechanisms and a community of practice of peer exchange which was remarkable.
- 19. Outcome 1: Knowledge, skills and partnerships that support systematic mainstreaming of climate change risks are developed or strengthened**
  - a. *Output 1.1.* Tools for screening climate change risks associated with national policies and programmes are developed.
  - b. *Output 1.2.* Technical support for screening and revising national programmes to reduce risks is provided.
  - c. *Output 1.3.* National Communications in pilot country integrates adaptation guidance provided throughout the programme.
20. Tools were developed through almost all of the projects implemented in Malawi, although many were more at local level and district level. The revision of the policy on Science and Technology may have provided the entry point for the systematic mainstreaming of climate change risks into national policy, but when focusing on the output of tools development for screening climate change risks at national level was not fully realised in Malawi. One other step towards tools for screening would include the National Masters-level Curriculum which would go a long way in building the capacities towards agricultural and natural resource management policies and the mainstreaming of climate change risks in these.
21. Generally technical support was very strong when it came to screening and revising the Science and Technology Policy. The projects and coordinator appreciated the technical support given to all the projects, although this was not necessarily specific to the context of revising national programmes.
22. The Malawi projects were guided strongly by the national communication and the NAPA priorities; these were already developed before the CC DARE interventions.
- 23. Outcome 2: Technical and institutional capacities for identifying, prioritising and implementing cost-effective adaptive measures for priority sectors are developed**
  - a. *Output 2.1.* Training programmes for local institutions and CSOs on costing of adaptation options are designed and conducted and policy makers trained
  - b. *Output 2.2.* National development or sectoral plans and programmes in the pilot countries incorporate climate risk management strategies, policies and measures
  - b. *Output 2.3.* National policy makers incorporate climate change considerations in general and sectoral planning efforts.
24. When focusing on Output 1.1. and the training of local institutions on costing of adaptation options it becomes clear that this was not necessarily done specific to this context. However, three of the four projects focused heavily on capacity building and training on cost-effective adaptation measures at all levels, from rural vulnerable communities, teachers, extensions services, district level staff, committees for natural resource management, policy makers and students.
25. Malawi realised the incorporation of climate risk into national development plans or sectoral plans in various ways. Firstly, the integration of climate change into the National Science and Technology Policy may not be the integration into development but it paves the way towards this process. Secondly, at district level, the CURE Project resulted in the integration of climate change into the Karonga District Contingency Plan and also trained development practitioners towards the integration of climate change into their development planning processes. In this process, for instance, district level staff turnover resulted in the move of e.g. one staff to another district whereby the knowledge transfer also encouraged the climate change integration into that district development planning processes. The incorporation of climate change into the National Curriculum for masters students in agriculture and natural resource management also enhances the climate change integration into further risk screening in agriculture development planning. So, in essence, first steps were created to further incorporate climate risk management strategies, policies and measures into national development and sectoral plans and programmes.



26. The integration of climate change into the Science and Technology Policy already is testament to the consideration at policy level of climate change integration into planning efforts. The filtering of impact of project activities to policy level through the strong coordination and communication of the CC DARE National Coordinator also caused the awareness of climate change at a higher tier level or arena.
- 27. Outcome 3: Regional cooperation and knowledge sharing mechanisms on climate change adaptation are created and enhanced**
- Output 3.1.* Best practice case studies to support implementation of climate change mainstreaming needs are compiled and disseminated
  - Output 3.2.* Bi-annual meetings (virtual and face to face) of regional institutions and “on UN” country agencies involved in the development and piloting of mainstreaming activities
  - Output 3.3.* New climate change adaptation activities are leveraged by CC DARE either directly or indirectly
28. The level of innovation and impact at ground level due to CC DARE project implementation in Malawi was generally very high, with best practice potential for upscaling and replication already mobilised. The compilation and dissemination at country level was very good, mostly due to the strong coordination of CC DARE projects by EAD which opened up many avenues for peer exchange and good sharing mechanisms. Best practice case studies were compiled from Malawi by the UNEP team too, and disseminated in various arenas, including at regional workshops, climate change conferences, on the website, as well as coordinator presentations in various climate change arenas regionally and abroad.
29. Through regional workshops (including a wide consultation and One UN approach during inception) was conducted over the lifespan of the CC DARE Programme. In Malawi, several workshops and meetings took place throughout the CC DARE projects design, implementation and closing. A number of partnerships were formed throughout this process and the CC DARE projects had large impact on forming these professional relations. The UNDP Country Office was invited generally by the CC DARE Country Coordinator to attend the workshops which took place and efforts were made to involve them; however the country office did mention that they would have preferred to have been more involved in the coordination.
30. The Malawi projects had a large knock one effect and the potential for upscaling and replication was immensely high. Alternative funding sources were already secured through the replication, for instance, of the CURE project in the Salima District. The climate change innovations demonstrated through the lead farmers in the FRIM project led to the 240 families benefitting directly from conservation agriculture (through the replication of the lead farmer activities by other farmers in the area). The capacity building programmes led to immense enthusiasm to wider application of new climate change innovations and ideas.
31. The rating given to the achievement of outputs is **Satisfactory**.

## C. Sustainability of project outcomes

### *Socio-political Sustainability*

32. The socio-political sustainability of the projects in Malawi was clearly evident by the level of engagement in activities at all levels (from community to Members of Parliament). The ownership and uptake by communities varied but was generally very strong; local and national government as well as civil society practitioners showed great levels of ownership through their exposure to the CC DARE projects. The high demand-led and impact of the projects, as well as the successes achieved in a small time frame with little money also illustrates the enthusiasm and commitment for the sustainability of climate change initiatives in Malawi.
33. Although the projects had ended, the mechanisms for continuity of the CC DARE projects gave a boost to accelerate adaptation in the country; with the policy level being one dimensions and then action being done on the ground, with results clearly visible. The enthusiasm and passion were great drivers at project level, with project proponents clearly demonstrating their value for long term climate change adaptation interventions, and with a growing community of climate change practitioners in Malawi.
34. Socio-political sustainability is rated as **Highly Likely**.

35. The project interventions were meant to demonstrate projects for upscaling and mainstreaming by governments. In this context, it is not entirely clear whether especially in terms of government secured budgets, the upscaling and mainstreaming of all projects will be met by government. It was made clear through interviews that there is still a high reliance for projects to be funded through external funding, although government, especially through its coordination through EAD, had contributed largely (both financially and in-kind) to the successes of CC DARE in Malawi. Policy development has a large potential for government buy in to mainstreaming climate change, but whether government dedicated financial resources will be secured to on-the-ground projects to replicate the CC DARE innovations is questionable at this point.
36. Despite project proponents seeking funding through their best practice innovations resulting from the CC DARE funded projects, there is still a high level of expectation that UNEP will be involved in future CC DARE-type funded initiatives and the evaluation visit to the country clearly found that at community-level there were raised expectations for more funding too. This said, CC DARE has leveraged external funding for upscaling and replication of more projects – however these are at a small level considering the massive potential of upscaling the best practices and the need for upscaling and replication at community level.
37. The rating for Financial Resources is **Moderately Likely**.

### *Institutional Framework*

38. Country level institutional framework was strong and made stronger through the CC DARE interventions. The coordination at country level was immaculate, and project proponents especially appreciated the level of enthusiasm, support and guidance provided by EAD throughout the projects' phases. New partnerships and institutional relationships were developed, the linkages and relations between government and the NGO sector was strengthened – an informal platform for peer exchange was created through the coordination at country level.
39. The UNDP country office was not very involved during project implementation although they did attend various workshops and were invited to attend various project events. It was made clear that the UNDP country office would have liked to have a more coordinating role in the CC DARE although this may have affected the direct transfer of funding to the project implementers on the ground.
40. By engaging various representatives in project implementation, including through capacity building programmes, and through exposure to good demonstration, the programme helped to strengthen the institutional framework in Malawi, the coordination of which was an approach that clearly made significant contributions to building a more diverse and knowledgeable institutional framework.
41. Institutional framework is rated as **Likely**.

### *Environmental Sustainability*

42. The environmental sustainability of all the CC DARE projects in Malawi was clear due to the strong alignment of the projects to ecosystem-based adaptation approaches. The projects' were clearly responding to unsustainable land management processes which, together with climate change impacts, were having major implications on food security at community level with potential exacerbation of climate change. Through demonstration of best practice conservation agriculture, immense capacity building on ecosystem based adaptation approaches and increasing the understanding of holistic natural resource management at community level, the environmental sustainability was secured through CC DARE projects in Malawi.
43. The Environmental Sustainability is rated as **Highly Likely**.

### **D. Catalytic Role and Replication**

44. In terms of **behavioural changes** the CC DARE projects in Malawi have had a catalytic effect where on the



ground projects such as Bunda, FRIM and CURE drastically changed the understanding of natural resource management at community level. Communities have witnessed real impacts and fully implement new technologies such as agroforestry and conservation agriculture, which has benefitted livelihoods beyond expectations. At policy level, decision-makers, through exposure of the successes of the demonstration of the projects have had major shifts in their understanding of climate change and cost effective adaptation measures that can be taken for real impact.

45. **Incentives** received by communities to e.g. do conservation agriculture instead of traditional agricultural practices have shown clear results and had knock on effects through farming communities (using the FRIM project as an example).
46. There have been some **institutional changes** as a result of the policy changes, but more indirectly through the informal building of personal relationships between government and NGO practitioners, in terms of Ministries working with NGOs and civil society.
47. **Policy Changes** took place directly through the integration of climate change into the Science and Technology Policy, the development of climate change friendly curriculum in Agriculture and Natural Resources, and district level plans integrating climate change management risks.
48. The CC DARE projects in Malawi have, through their best practice initiatives **catalysed funding** for projects to be upscaled, through other external funding mechanisms, although given the high potential for upscaling the catalytic mechanisms to generate more funding have not been strong enough thus far.
49. Through all of the Malawi projects, various **champions of climate change interventions** were born. Through the strong coordination mechanism, EAD produced a climate change communicator and champion at technocrat and high level; project proponents all are champions in the climate arena and through the results achieved, community members (e.g. lead farmers) have also become champions in their communities in climate change adaptation interventions. The capacity building programmes throughout Malawi have further mobilised climate change actors in different capacities and fields.
50. The passion, enthusiasm, strong level of ownership and willingness to go beyond the budget limitations in terms of work allocation reflected the high level of success most of the Malawi CC DARE projects, which in turn has **promoted upscaling and replication**. However, raised expectations from UNEP, as well as a lack of marketing of best practices, have resulted in a lower upscaling mechanism given the immensely high potential and the results achieved.
51. The rating for catalytic role and replication is given as **Satisfactory**.

## E. Processes affecting attainment of project results

### *Preparation and readiness*

52. The preparation and readiness of the Malawi country team was comparably high – with project proponents having had their plan of action ready in the proposal phase already. Because projects responded to direct country demands, preparation was in line with NAPA requirements and project implementation was timely as a result.
53. Preparation and readiness is given a rating of **Highly Satisfactory**.

### *Implementation Approach and Management*

54. The overall management from UNEP to country level very good and the CC DARE National Coordinator as well as all project proponents appreciated the technical support given by the UNEP management team. The programme management (e.g. Bubu Jallow and Richard Munang) did pay various visits to Malawi to provide support and did follow up with reporting processes in a timely manner..
55. The implementation approach and management at country level was generally conducted well, and the coordination at country level was appreciated by all project proponents. Overall coordination had a large

influence on the successful implementation of the projects. However, coordination was done through government dedication and no funding was allocated to coordination. During second phase, five percent of the budget given directly to the project proponents from UNEP was supposed to go to funding coordination (e.g. visits to projects by coordinator), however this was not conducted by all of the projects in Malawi which made coordination more difficult especially in terms of travelling to project sites. Despite this, the overall implementation approach and management was excellent in Malawi.

56. The implementation approach and management is rated as **Highly Satisfactory**.

### *Stakeholder participation and public awareness*

57. At programmatic level, a set of fact-finding missions (or inception workshops) were conducted and engaged a number of stakeholders. The regional workshops were also instrumental in getting together country implementers to share experiences and practices.

58. The mechanisms in which the proposals were generated for demonstration activities were designed in such a way that it identified and engaged a wide net of stakeholders.

59. At country level, the all projects, through their awareness raising and capacity building initiatives had a large impact on engaging non-usual stakeholders and players in various sectors. The policy review had large participatory processes, as did the curriculum development.

60. Generally, public awareness and capacity building initiatives were effective in reaching their target audiences. Capacity building initiatives were conducted in three of the four projects and were highly effective in creating a critical mass of climate change knowledgeable community of practice.

61. During the implementation and best practice innovations, there was also a lot of exposure generated to various sectors of society, and various replications resulted due to direct exposure (e.g. through the lead farmer principle of the FRIM project).

62. The incredibly high level of ownership and commitment of the technical staff (project proponents), the high level of community engagement in project implementation and the excellently rated coordination of CC DARE in Malawi was exceptional and testament to CC DARE's success in Malawi.

63. In terms of stakeholder participation, UNDP Country Office felt that they were not as involved and stated that they would have preferred to play a more coordinating role (in terms of mainstreaming UNDAF as well as working through collaborative efforts and not in parallel having duplication risks) in the CC DARE interventions in Malawi, especially considering the UN ONE approach born by the programme design. However, country proponents outlined that due to minimal budgets they appreciated having direct funding to implementers and they appreciated the coordinating role by government.

64. The rating given for Stakeholder Participation and Public Awareness is **Highly Satisfactory**.

### *Country Ownership and Driven-ness*

65. The priorities of the projects were directly aligned with the country priorities (e.g. NAPA) and the design of the CC DARE programme was demand-led in nature. Given that a small amount of funding was directly channelled to country implementers based on ranking by the country coordinator showed that the programme aimed to be country driven with UNEP providing support and guidance. Through this unique approach the projects in Malawi were immediately owned by the country and project proponents.

66. Through the strong coordination of the CC DARE National Coordinator, and the enthusiasm and passion of the project proponents, the driven-ness and ownership of projects at all levels was extremely high.

67. The project proponents, in particular, have a high level of drive and it was very clear from the country visits that the projects will continue with the high level of commitment towards climate change adaptation interventions.

68. The rating given to country ownership and driven-ness is **Highly Satisfactory**.





## *Financial Planning and Management*

69. No specific project budget breakdowns were requested and the programme budget was evaluated overall in terms of expenditure. However, a small summary is made in terms of financial arrangements, planning and management.
70. Small funds were released directly to project proponents and projects appreciated direct, flexible funding from UNEP. In terms of coordination which was done through government dedication because no funding was allocated to coordination (as was done in Ethiopia). As a result of the OVI review and based on CC DARE national coordinators' recommendations, five percent of the budget given directly to the project proponents from UNEP was supposed to then go to funding coordination (e.g. visits to projects by coordinator), however this was not conducted by all of the projects in Malawi which made coordination more difficult especially in terms of travelling to project sites. Despite this, the overall implementation approach and management was excellent in Malawi.
71. Evaluation rating for financial management is considered at programmatic level and a rating of **Satisfactory** is therefore given.

## *UNEP Supervision and Backstopping*

72. Generally, project proponents appreciated the UNEP progress checking, supervision and overall support. Visits to the country and regular communication ensured work was done in a timely manner. Project proponents enjoyed the level of support from UNEP management as well as the level of reporting progress checks done by UNEP throughout project implementation.
73. In Malawi, UNEP Supervision and Backstopping at country-level was **Highly Satisfactory**.

## *Monitoring and Evaluation*

74. At programmatic level, the **M&E design** followed UNEP's standard monitoring and evaluation procedure – the project log frame included objectively verifiable indicators and means of verification for the project objectives, outcomes and outputs.
75. Monitoring and Evaluation were components critical in the proposal writing phase and thus were included within projects in Malawi. This, coupled with strong overview and coordination at country level ensured that there were checks and balances in the implementation of projects.
76. Monitoring and Evaluation at project level was done during **implementation**.
77. **Budgets** were allocated directly to project M&E activities throughout project implementation.
78. The rating for M&E activities at country level is **Highly Satisfactory**.

## **Conclusions and recommendations**

79. The CC DARE Projects in Malawi were highly demand led and aligned with the priorities of the country. The strong coordination by EAD of the projects in Malawi was greatly appreciated and was a strong contributor the CC DARE projects' successes in the country. The project proponents of all four projects clearly showed great enthusiasm and passion for the project implementation.
80. According to the TOC (of the Terminal Evaluation of the CC DARE programme), the impacts were met by the projects in Malawi, and the project successes are testament to the high level of community ownership in the project processes, as well as the engagement of various stakeholders at various levels. The projects have a large potential (and need) for upscaling and replication in Malawi.
81. The good coordination of the country teams is a value addition that has shown to benefit directly the



level of ownership, partnership and growth of a community of practice on climate change in Malawi. The professional relationships which have been formed as a result are testament to this.

82. The overall rating for the CC DARE projects in Malawi is **Highly Satisfactory**.

83. Recommendations and lessons learnt were co-developed for the programme overall with the Evaluation Team Leader.

| Criterion  | Summary Assessment  | Rating |
|--|---|--------|
| A. Attainment of project objectives and results      | The programme's objectives and expected results were achieved. The technical outputs are generally of high quality and activities conducted through the projects on Malawi have high replication value moving towards removal of barriers and opportunities raised to integrate climate change into decision making and national development planning. The overall rating is averaged from the effectiveness, relevance and efficiency. | HS     |
| A.1. Effectiveness                                   | Overall the projects in Malawi went a long way to achieve the programme objective. zeCS h project embers of key institutions for this, but WWF and UNEP could do this through ongoing iinitiatives  | HS     |
| A.2. Relevance                                       | The projects in Malawi were highly relevant to the country context having been demand-led and closely aligned with the country priorities.  | HS     |
| A.3. Efficiency                                      | Efficiency in cost and time were very good with project results going far beyond the small budget and time frames.  | HS     |
| B. Achievement of outputs and activities             | All outputs were achieved, technical outputs were of high quality.  | S      |
| C. Sustainability of project outcomes                | The overall rating on this criterion is based on the lowest rated individual criterion below.   | ML     |
| C.1. Financial                                       | Given the high value of replication of the projects there has not been as much financial commitment made for continuity and replication in Malawi.  | ML     |
| C.2. Socio-political                                 | The programme garnered considerable support at all levels, from communities, NGOs, private sector, government representatives and academic institutions. It has also involved climate change integration into policy development in Malawi.   | HL     |
| C.3. Institutional framework                         | Direct involvement of key institutions and country stakeholders, institutional arrangement was diverse and lent itself to strengthening at many levels.   | L      |
| C.4. Environmental                                   | Most of the projects implemented did so by using ecosystem based approaches and environmentally sound strategies.   | HL     |
| D. Catalytic role and replication                    | The projects catalysed climate change adaptation projects in Malawi to some extent.   | S      |
| E. Processes Affecting Attainment of Project Results |   | n/a    |
| E.1. Preparation and Readiness                       | The preparation and readiness of the country team was high.   | HS     |
| E.2. Implementation Approach and Management          | Due to strong coordination at country level, the implementation approach and management of the projects in Malawi was effective.  | HS     |
| E.3. Stakeholder Involvement and Public Awareness    | Wide stakeholder engagement through-out process, from local communities to high level government officials. A great bottom-up approach. The level of involvement in Malawi was comparatively very high.   | HS     |
| E.4. Country ownership and driven-ness               | Programme was demand-led and project proponents as well as project partners took complete ownership.  | HS     |

|  |   |    |
|--|---|----|
| E.5. Financial Planning and Management | Financial reporting was acceptable at country level.  | S  |
| E.6. UNEP Supervision and Backstopping | UNEP played an adequate role in supervision and backstopping with great team commitment which the coordinator and all project proponents appreciated. | HS |
| E.7. Monitoring and Evaluation         | Monitoring and evaluation was effective, especially with strong coordination and overview.  | HS |

## 3. ETHIOPIA COUNTRY REPORT

### 1. Overview of CC DARE projects in Ethiopia

1. Nine projects were conducted in Ethiopia as part of the CC DARE programme, namely
  - a. Improving Water Harvesting Capacity in Schools in Central Rift Valley by the Ethiopia Wildlife and Natural History Society (**EWNS Project**)
  - b. Identification of adaptive traits in indigenous cattle adapted to drought prone ASAL areas (**IBC Project**)
  - c. Local solutions for the challenge of unemployment and food insecurity based on the adaptation of climate change (**ISD Project**)
  - d. Identification, documentation and dissemination of control and management of rangelands invading alien plant species (**SoRPARI Project**)
  - e. Development of National Acute Water Diarrhoea Prevention and Control (NAWDPC) Strategy by the Health Promotion and Disease Prevention General Directorate (**NAWDPC Project**)
  - f. Community-based adaptation to climate change for Ethiopian agriculture – identification, impacts, coping mechanisms and adaptation mechanisms by the University of Gondar (**Gondar Project**)
  - g. Adapting mechanisms for climate change impact on hydrological extremes and crop production by Arba Mich University (**Arba Minch Project**)
  - h. Community led buffer zone establishment around Gilgel Gibe 1 Hydropower Development Project by the Ministry of Mines and Energy (**MME Project**)
  - i. Adapting to climate change through promotion of conservation agriculture in East Gojam Zone in Amhara Regional State by MoAARD (**MoAARD Project**)
2. The **EWNS Project** aimed to address the water shortage and harsh exposure during dry season in five schools through rainwater harvesting mechanisms and growing of fruit and shade trees. This involved the installation of large holding tanks and rainwater harvesting infrastructure, capacity building of students and teachers and learning by doing approaches.
3. The **IBC Project** was a research project studying indigenous cattle traits most adapted to drought to guide decision making processes for rangeland farmers (e.g. extension services to guide community farmers, policy decisions and curriculum development). Most adapted cattle were identified and research results are in the process of being drafted for publication.
4. The **ISD Project** aimed to investigate and replicate the technologies used by innovative farmers by using these farmers to conduct training in other communities towards resilience and improved livelihoods through uptake of best practice ideas in alternative income generation activities. It also aimed to bridge the gap between scientists and communities. Through its project process a beehive manual was created, the recording of innovations and sharing mechanisms took place, local training centres for farmers were fully equipped, two honey companies were established and a Best Practice Association was established through joint experimentation.
5. The **SoRPARI Project** conducted extensive community consultations and field surveys to document invasive alien species in the Jijiga Zone in order to improve rangeland management. The project developed a manual for the identification of alien invasive species, their invasive magnitude as well as methods for their elimination including through income generating activities with the aim of sustainable land management.
6. The **NAWDPC Project** aimed to integrate climate change into the national water strategy, more specifically through the development of the National Acute Water Diarrhoea Prevention and Control Strategy. The

project developed this by sectoral and cross-sectoral scoping mechanisms to identify gaps in the preparation of such a strategy and prepared the strategy for review. Climate change was integrated into the strategy.

7. The **Gondar Project** was a research project in the Adiarky Region which collected climate change vulnerabilities, existing coping mechanisms and associated key intervention areas in the region through community consultations, semi structured interviews and key studies. Through this project, watershed management committees were improved. Farmers manuals were printed and distributed based on the risks and coping mechanisms collected; watershed management was improved through capacity building and skills sharing amongst "lead managers" facilitation. A Climate Change Research Centre was established at the University of Gondar as a result of the project.
8. The **Arba Minch Project** was a project looking at adaptive mechanisms for climate change impacts in hydrological extremes, through collection of data from meteorological stations, identification and selection of the appropriate Digital Elevation Model (DEM), conducting the down-scaling for two hydrometeorological stations within the watershed using the comparisons of different climatic models. The project conducted flood mapping for the Baso Rivers and conducted an assessment of the vulnerability of the communities living with the watershed.
9. The **MME Project** conducted communication and capacity building through learning by doing approaches to create conservation buffer zones around the Gilgel Gilbe 1 Hydropower Station and conducted capacity building for alternative livelihoods to move farmers out of the buffer zone.
10. The **MoAARD Project** was a project on conservation agriculture and other innovative adaptation mechanisms piloting and capacity building in the East Gojam Region. The project conducted a national workshop with COMESA on conservation agriculture and conducted a sensitisation workshop at local levels as well as regional levels. The project prepared and distributed a technical manual on conservation agriculture, as well as bulletins and brochures. The project conducted pilot demonstrations of conservation agriculture in seven districts and 14 kebeles using lead farmers.

## 2. Project Performance and Impact

### A. Attainment of objectives and planned results

#### *Relevance of the programme*

11. The reality of environmental threats and challenges in Ethiopia is reflective in the large number of project proposals (70 project proposals) submitted for CC DARE funding. Of the 70 proposals, 30 proposals were shortlisted by EPA (CC DARE National Coordinator in Ethiopia) and nine were eventually chosen. The alignment with the country's NAPA was evident and the need for flexible demand-led projects was expressed strongly by Ethiopia, especially at local level.
12. The high interest for and dynamics put in place by the CC DARE projects in Ethiopia, as well as the coordinating institution's highlighting of the need for environmental interventions confirm the projects' relevance at local, regional and national level.
13. The overall rating given for relevance of the programme would be **Highly Satisfactory**.

#### *Effectiveness of the Programme*

14. The evaluation of effectiveness is based on the extent to which the programme objective was achieved, *to improve the ability for countries to remove barriers and create opportunities for integrating climate change adaptation into their development agendas.*
15. To a certain degree CC DARE Programme achieved this objective in Ethiopia by mobilising a large number of projects and through e.g. the integration of climate change into the development of a national water



strategy, the establishment of a climate change research unit at a large University, the uptake of results at high level through the effective and strong coordination of the EPA. However, when looking at the need and high demand for external funding for an expansive set of environmental projects in Ethiopia it becomes questionable how many opportunities have been created or how many barriers have been removed toward the integration of climate change adaptation in development planning at national level, but also regional. It is clear from interviews with EPA that knock on effects from the successes of projects have mobilised for upscaling from government institutions, but the fact that external support is strongly needed retains the level of dependence. In some instances, like with the MME Project, where the buffer zone idea has been replicated by MME in other parts of Ethiopia, as well as the Gondar Project where Government recognised the watershed management in giving an award to the watershed committees to raise the profile is testament to the creation of opportunities and that exposure to good practice has ripple effect.

16. Due also to strong coordination by the Ethiopia CC DARE Country Coordinator, there was a lot of sharing both within the project proponent projects, but also externally, and much information was filtered upstream into generating project impact awareness at high level.
17. The overall rating for effectiveness is **Satisfactory**.

### *Efficiency of project*

18. The strong coordination by the Ethiopia CC DARE Coordinator, as well as the close proximity of the country to the UNEP Management Team resulted in project reporting processes and implementation being highly efficient.
19. The cost efficiency of the projects were extremely good, which resulted in low cost, high impact, supported by an immensely high level of ownership across all projects, especially those on the ground, which managed to have incredible results given the small budget. Coordination of all the projects by EPA also reflected on the management and time efficiency of the country projects overall.
20. The rating for efficiency is **Highly Satisfactory**.

### **B. Achievements of outputs and activities**

21. When focusing on the Theory of Change (TOC) developed for the Terminal Evaluation of the CC DARE Programme, three impacts were defined, namely (a) Reduced country vulnerability, (b) Innovation and application of cost-effective climate change adaptation and mitigation measures, and (c) Knowledgeable climate change adaptation community of practice throughout Sub-Saharan Africa that supports climate smart decision-making. Considering these three impacts for Ethiopia, it becomes clear that the CC DARE projects in the country went a long way to achieve these impacts as per the TOC. Generally through the many innovations which often took traditional knowledge on current coping mechanisms, ideas and innovations from farmers and communities who have evolved their practices in difficult climatic extremes and harnessed these ideas for replication and dissemination to enhance resilience in other areas – this approach is novel and highly effective and has gone a long way to reduce the country's vulnerability, especially at community livelihood level. Regarding the innovation and application of cost-effective climate change adaptation and mitigation measures; this is highly reflective in the large number of projects dealing directly with communities on the ground, looking at conservation agriculture, adaptive mechanisms in cattle, alien invasive species and rangeland management, coping mechanisms, using innovative farmers to train on alternative livelihoods, natural resource and watershed management and many more. Due mainly to the strong and effective coordination of the Ethiopia CC DARE Coordinator, the sharing mechanisms were very strong, with project proponents sharing ideas with each other through constructive criticisms, creating partnerships for further research and climate development and building peer capacity has mobilised a community of practice on climate change in Ethiopia.

### *Achievements of outputs*

22. The CC DARE programme has three components, each of them with an expected outcome. It must be noted

that all components and their relative outputs were implemented in a manner in which their achievements are cross-cutting and overlapping. The detailed assessments below therefore may have cross-cutting emphasis into other outputs (of other outcomes).

23. At the onset, it is remarkable what Ethiopia managed to achieve with its diverse range and large number of projects and strong coordination of the CC DARE projects in country. The level of commitment and drive at project level was strong, and project proponents achieved immense practical success in various areas of the country through the ownership and use of communities and successful ideas created at community levels. The coordination at country level brought together sharing mechanisms and a community of practice of peer exchange which was remarkable and has set the scene for further collaborations.
- 24. Outcome 1: Knowledge, skills and partnerships that support systematic mainstreaming of climate change risks are developed or strengthened**
  - a. *Output 1.1.* Tools for screening climate change risks associated with national policies and programmes are developed.
  - b. *Output 1.2.* Technical support for screening and revising national programmes to reduce risks is provided.
  - c. *Output 1.3.* National Communications in pilot country integrates adaptation guidance provided throughout the programme.
25. Tools were developed through almost all of the projects implemented in Ethiopia, although most of these were at regional or local level for uptake at national level through replication and wider application. Manuals like the alien invasive species identification, adaptive trait in cattle, adaptive coping mechanisms and more have the potential for wider application and filtering into decision-making processes, although the degree to which this has been and will be done is not known. One project focused on the integration of climate change into a water policy, which may pave the way for climate risk screening into more national policies and programmes.
26. Generally technical support by UNEP was very good in country and many project proponents appreciated this, although this was not necessarily specific to the context of revising national programmes.
27. The Ethiopia projects were guided strongly by the national communication and the NAPA priorities; these were already developed before the CC DARE interventions.
- 28. Outcome 2: Technical and institutional capacities for identifying, prioritising and implementing cost-effective adaptive measures for priority sectors are developed**
  - a. *Output 2.1.* Training programmes for local institutions and CSOs on costing of adaptation options are designed and conducted and policy makers trained
  - b. *Output 2.2.* National development or sectoral plans and programmes in the pilot countries incorporate climate risk management strategies, policies and measures
  - c. *Output 2.3.* National policy makers incorporate climate change considerations in general and sectoral planning efforts.
29. When focusing on Output 1.1. regarding the training of local institutions on costing of adaptation options it becomes clear that this was not necessarily done specific to this context. However, most of the projects focused strongly on capacity building approaches, often looking at existing coping mechanisms and innovations by communities and land users and building on this for replication in other similar areas, which was novel and builds on the capacities of cost-effective adaptation options.
30. In Ethiopia the incorporation of climate change risk management strategies into national development and sectoral plans and strategies was done to a minor degree. The biggest achievement of this output would be related to the integration of climate change into the water strategy. However, most other projects were action orientated and not aimed at integrating climate change into planning processes *per se*. Through the outcomes of the projects and the successes achieved as well as the coordination there is potential for mainstreaming these initiatives into planning processes (e.g. rangeland management plans, watershed management plans, district development plans), but the extent to which this has been done and will be done is not known.





31. The integration of climate change into the water strategy could be seen to be a first step towards the consideration at policy level of climate change integration into planning efforts. The filtering of impact of project activities to policy level through the strong coordination and communication of the CC DARE National Coordinator also caused the awareness of climate change at a higher tier level or arena.
32. **Outcome 3: Regional cooperation and knowledge sharing mechanisms on climate change adaptation are created and enhanced**
  - a. *Output 3.1.* Best practice case studies to support implementation of climate change mainstreaming needs are compiled and disseminated
  - b. *Output 3.2.* Bi-annual meetings (virtual and face to face) of regional institutions and “on UN” country agencies involved in the development and piloting of mainstreaming activities
  - c. *Output 3.3.* New climate change adaptation activities are leveraged by CC DARE either directly or indirectly
33. The level of innovation and impact at ground level due to CC DARE project implementation in Ethiopia was high, with novel community based capacity building approaches and best practice demonstration efforts resulting in the replication of projects elsewhere. Manuals (e.g. alien invasive species, beehive, coping mechanisms and adaptation options, conservation agriculture) brochures on e.g. adaptive cattle traits. Best practices were compiled at country level and shared widely (especially through effective coordination), although, for instance, some research could have been translated into more material and with greater dissemination (e.g. the extremely important research of the cattle adaptive traits should be ideally published in a peer reviewed journals as well as communicated to local level for much wider application and use).
34. Through regional workshops (including a wide consultation and One UN approach during inception) was conducted over the lifespan of the CC DARE Programme. In Ethiopia, several workshops and meetings took place throughout the CC DARE projects design, implementation and closing. A number of partnerships were formed throughout this process and the CC DARE projects had large impact on forming these professional relations. How much involvement took place from UNDP was unclear.
35. The Ethiopia projects had a large knock one effect and the potential for upscaling and replication was immensely high. Government has already taken on various roles, through MME replication at other hydropower stations and the giving out of awards to the watershed management committees. However, given the scale and innovation of the projects one would have expected more uptake. Many of the projects initiated were supposed to generate self-running capacities (e.g. farmer innovation and learning centres, alternative livelihood options through the establishment of two honey companies, establishment of a new Climate Change Research Centre at Gondar University).
36. The rating given to the achievement of outputs is **Satisfactory**.

## C. Sustainability of project outcomes

### *Socio-political Sustainability*

37. The socio-political sustainability of the projects in Malawi was clearly evident by the level of engagement in activities at community and regional level, although in terms of policy level engagement, the socio-political sustainability was not made clear. The ownership and uptake by communities was generally very strong, and through the improvement of lives, the mobilisation of the activities will have a knock on effect. The high demand-led and impact of the projects, as well as the successes achieved in a small time frame with little money also illustrates the enthusiasm and commitment for the sustainability of climate change initiatives in Ethiopia.
38. Although the projects had ended, the mechanisms for continuity of the CC DARE projects gave a boost to accelerate adaptation in the country; with the policy level being one dimensions and then action being done on the ground, with results clearly visible. The enthusiasm and passion were great drivers at project level, with project proponents clearly demonstrating their value for long term climate change adaptation interventions, and with a growing community of climate change practitioners in Ethiopia.
39. Socio-political sustainability is rated as **Likely**.



## Financial Resources

40. The project interventions were meant to demonstrate projects for upscaling and mainstreaming by governments. In this context, EPA has mentioned that government has dedicated budgets to varying degrees to upscaling and dissemination of best practices. However, through the interviews it was made clear that there is still a high reliance for projects to be funded through external funding. Policy development has a large potential for government buy in to mainstreaming climate change, but it remains clear that despite government efforts to allocate some dedicated financial resources = to on-the-ground projects to replicate the CC DARE innovations, there are still high expectations for external funding.
41. Despite project proponents seeking funding through their best practice innovations resulting from the CC DARE funded projects, there is still a high level of expectation that UNEP will be involved in future CC DARE-type funded initiatives and the evaluation visit to the country clearly found that at community-level there were raised expectations for more funding too. This said, CC DARE has leveraged external funding for upscaling and replication of more projects – however these are at a small level considering the massive potential of upscaling the best practices and the need for upscaling and replication at community level.
42. The rating for Financial Resources is **Moderately Likely**.

## Institutional Framework

43. Country level institutional framework was strong and made stronger through the CC DARE interventions. The coordination at country level was immaculate, and project proponents especially appreciated the level of coordination provided by EPA throughout the projects' phases. New partnerships and institutional relationships were developed, the linkages and relations between government and the NGO sector was strengthened – an informal platform for peer exchange was created through the coordination at country level.
44. By engaging various representatives in project implementation, including through capacity building programmes, and through exposure to good demonstration, the programme helped to strengthen the institutional framework in Ethiopia, the coordination of which was an approach that clearly made significant contributions to building a more diverse and knowledgeable institutional framework.
45. New institutions were formed (e.g. Climate Change Research Unit at Gondar University) and existing ones were strengthened through effective partnership formation and peer exchange.
46. Institutional framework is rated as **Highly Likely**.

## Environmental Sustainability

47. The environmental sustainability of most of the projects was clear, although how much screening was done during proposal and implementation phase is questionable. For instance, the use of non-indigenous trees in the EWNHS Project for shade (and fruit – although these are acceptable when thinking of food security) resulted in 90% of treeplings dying – here environmental screening may have suggested the use of indigenous acacia species, for instance. These are lessons learnt, and despite these projects in general were environmentally sustainable. The EWNHS Project showed that smart collection of rainwater could provide the school with six months of drinking water and enough to water fruit trees in order to gain income to e.g. build a library for their school.
48. Through demonstration of best practice conservation agriculture, immense capacity building on ecosystem based adaptation approaches and increasing the understanding of holistic natural resource management (and watershed management) at community level, the environmental sustainability was secured through CC DARE projects in Ethiopia.
49. The Environmental Sustainability is rated as **Highly Likely**.



## D. Catalytic Role and Replication

50. In terms of **behavioural changes** the CC DARE projects in Ethiopia have had a catalytic effect where most projects were community based and drastically changed the understanding of natural resource management at community level. Communities have witnessed real impacts and fully implement new technologies such as conservation agriculture, alternative livelihood options (e.g. honey harvesting) which has benefitted livelihoods beyond expectations. At policy level, decision-makers, through exposure of the successes of the demonstration of the projects may have had major shifts in their understanding of climate change and cost effective adaptation measures that can be taken for real impact.
51. **Incentives** received by communities to e.g. do conservation agriculture instead of traditional agricultural practices or using innovative farmers to show their success for livelihood improvement as well as communities being exposed to alternative livelihood options as a result of resettling from a buffer zone into a new area has shown real impacts and results.
52. There have been some **institutional changes** as a result of the CC DARE projects, for instance the establishment of the Climate Change Research Unit at the University of Gondar, as well as roles and responsibilities have included climate change initiatives through the sharing mechanisms created as a result of good coordination of the CC DARE projects in Ethiopia.
53. **Policy Changes** took place directly through the integration of climate change into the water strategy – although how much more took place as a result of the upstream communication of best practices is questionable.
54. The CC DARE projects in Ethiopia have, through their best practice initiatives and through EPA dissemination, **catalysed funding** for projects to be upscaled some dedicated government budgets, and some projects have secured small funding elsewhere. However, given the impact and scale of the projects and potential for new phases and upscaling, not near enough has been secured.
55. Through all of the Ethiopian projects, various **champions of climate change interventions** were born. Through the strong coordination mechanism, EPA produced a variety of climate actors; project proponents all are champions in the climate arena and through the results achieved, community members (e.g. innovative farmers) have also become champions in their communities in climate change adaptation interventions. The capacity building programmes throughout Ethiopia have further mobilised climate change actors in different capacities and fields (e.g. watershed committees).
56. The passion, enthusiasm, strong level of ownership and willingness to go beyond the budget limitations in terms of work allocation reflected the high level of success most of the Ethiopia CC DARE projects, which in turn has **promoted upscaling and replication**. However, raised expectations from UNEP, as well as a lack of marketing of best practices, have resulted in a lower upscaling mechanism given the immensely high potential and the results achieved.
57. The rating for catalytic role and replication is given as **Satisfactory**.

## E. Processes affecting attainment of project results

### *Preparation and readiness*

58. The preparation and readiness of the Ethiopia country team was comparably high – with project proponents having had their plan of action ready in the proposal phase already. Because projects responded to direct country demands, preparation was in line with NAPA requirements and project implementation was timely as a result, as well as the ranking and direct involvement of the EPA.
59. Preparation and readiness is given a rating of **Highly Satisfactory**.

## *Implementation Approach and Management*

60. The overall management from UNEP to country level very good and the CC DARE National Coordinator as well as all project proponents appreciated the technical support given by the UNEP management team. The programme management (e.g. Richard Munang) did pay various visits to Ethiopia to provide support and did follow up with reporting processes in a timely manner.
61. Due to a lack of coordination in many of the CC DARE countries, the mid-term review stated that coordination should be improved at country level for many reasons, including greater absorption and sharing mechanisms. Ethiopia was one of the countries which was used as a type of case study to illustrate good coordination mechanisms toward CC DARE project successes and enhanced sharing mechanisms. This change worked out well and caused a good collaborative effort and heightened sense of community among project proponents and partners, including sharing each other's experiences.
62. The implementation approach and management at country level was generally conducted well, and the coordination at country level was appreciated by all project proponents. Overall coordination had a large influence on the successful implementation of the projects.
63. The implementation approach and management is rated as **Highly Satisfactory**.

## *Stakeholder participation and public awareness*

64. At programmatic level, a set of fact-finding missions (or inception workshops) were conducted and engaged a number of stakeholders. The regional workshops were also instrumental in getting together country implementers to share experiences and practices.
65. The mechanisms in which the proposals were generated for demonstration activities were designed in such a way that it identified and engaged a wide net of stakeholders, a total of 70 proposals submitted is testament to the casting of a wide net to a range of stakeholders.
66. At country level, the all projects, through their awareness raising and capacity building initiatives had a large impact on engaging non-usual stakeholders and players in various sectors. The policy review had large participatory processes, as did the use of Universities to conduct research (use of student, linking scientists to community knowledge).
67. Generally, public awareness and capacity building initiatives were effective in reaching their target audiences. Capacity building initiatives were conducted in most of the projects, with national, regional, district level and local workshops taking place.
68. During the implementation and best practice innovations, there was also a lot of exposure generated to various sectors of society, and various replications resulted due to direct exposure (e.g. through formation of committees, use of innovative farmers).
69. The incredibly high level of ownership and commitment of the technical staff (project proponents), the high level of community engagement in project implementation and the excellently rated coordination of CC DARE in Ethiopia was exceptional and testament to CC DARE's success in the country.
70. The rating given for Stakeholder Participation and Public Awareness is **highly satisfactory**.

## *Country Ownership and Driven-ness*

71. The priorities of the projects were directly aligned with the country priorities (e.g. NAPA) and the design of the CC DARE programme was demand-led in nature. Given that a small amount of funding was directly channelled to country implementers based on ranking by the country coordinator showed that the programme aimed to be country driven with UNEP providing support and guidance. Through this unique approach the projects in Ethiopia were immediately owned by the country and project proponents.



72. Through the strong coordination of the CC DARE National Coordinator, and the enthusiasm and passion of the project proponents, the driven-ness and ownership of projects at all levels was extremely high.
73. The project proponents, in particular, have a high level of drive and it was very clear from the country visits that the projects will continue with the high level of commitment towards climate change adaptation interventions.
74. The rating given to country ownership and driven-ness is **Highly Satisfactory**.

### *Financial Planning and Management*

75. No specific project budget breakdowns were requested and the programme budget was evaluated overall in terms of expenditure. However, a small summary is made in terms of financial arrangements, planning and management.
76. Small funds were released through project coordination to project proponents and projects appreciated flexible funding arrangements, although there were complaints regarding the tranche methods used as well as the over-reporting mechanisms.
77. Evaluation rating for financial management is considered at programmatic level and a rating of **satisfactory** is therefore given.

### *UNEP Supervision and Backstopping*

78. Project proponents appreciated the UNEP progress checking, supervision and overall support, and the coordinator worked closely with the UNEP management. Visits to the country and regular communication ensured work was done in a timely manner. Project proponents enjoyed the level of support from UNEP management as well as the level of reporting progress checks done by UNEP throughout project implementation.
79. In Ethiopia, UNEP Supervision and Backstopping at country-level was **Highly Satisfactory**.

### *Monitoring and Evaluation*

80. At programmatic level, the **M&E design** followed UNEP's standard monitoring and evaluation procedure – the project log frame included objectively verifiable indicators and means of verification for the project objectives, outcomes and outputs.
81. Monitoring and Evaluation were components critical in the proposal writing phase and thus were included within projects in Ethiopia. This, coupled with strong overview and coordination at country level ensured that there were checks and balances in the implementation of projects.
82. Monitoring and Evaluation at project level was done during **implementation**. The coordinator had various reporting mechanisms set up for individual projects to illustrate progress and achievements through implementation. Project closure held a large reporting process and presentation of project individual outcomes as per proposal.
83. **Budgets** were allocated directly to project M&E activities throughout project implementation.
84. The rating for M&E activities at country level is **Highly Satisfactory**.

### *Conclusions and recommendations*

85. Given the high number of proposals reflecting the strong need for climate change adaptation related

interventions in Ethiopia, the CC DARE Projects in Ethiopia were highly demand led and aligned with the priorities of the country. The strong coordination by EPA of the projects in Ethiopia was a strong contributor to the CC DARE projects' successes in the country.

86. According to the TOC (of the Terminal Evaluation of the CC DARE programme), the impacts were met by the projects in Ethiopia, and the project successes are testament to the high level of community ownership in the project processes, as well as the engagement of various stakeholders at various levels. The projects have a large potential (and need) for upscaling and replication in Ethiopia, with a strong focus on the dissemination and target group specific communication of the research results of some of the projects.
87. The good coordination of the country teams is a value addition that has shown to benefit directly the level of ownership, partnership and growth of a community of practice on climate change in Ethiopia, as it did in Malawi. The professional relationships which have been formed as a result are testament to this, and the evaluator was exposed during her country visit to the working relationships formed in various additional project avenues and climate change interventions.
88. The overall rating for the CC DARE projects in Ethiopia is **Highly Satisfactory**.
89. Recommendations and lessons learnt were co-developed for the programme overall with the Evaluation Team Leader.

| Criterion                                       | Summary Assessment   | Rating    |
|---|--|-----------|
| A. Attainment of project objectives and results | The programme's objectives and expected results were achieved. The technical outputs are generally of high quality and activities conducted in Ethiopia have high replication value moving towards removal of barriers and opportunities raised to integrate climate change into decision making and national development planning. The overall rating is averaged from the effectiveness, relevance and efficiency. | <b>HS</b> |
| A.1. Effectiveness                              | Generally the projects in Ethiopia achieved the overall programme objective to an extent, through the water strategy climate change integration and the number of project activities potential of filtering upwards into decision-making. zeCS h project embers of key institutions for this, but WWF and UNEP could do this through ongoing initiatives   | <b>S</b>  |
| A.2. Relevance                                  | The projects in Ethiopia were highly relevant because they were ranked by the country and were highly demand-led.  | <b>HS</b> |
| A.3. Efficiency                                 | Due to strong coordination the efficiency of the projects in Ethiopia were good in terms of quality of outputs compared to time and budget frames.   | <b>HS</b> |
| B. Achievement of outputs and activities        | All outputs were achieved to a degree in Ethiopia, technical outputs were of high quality.   | <b>S</b>  |
| C. Sustainability of project outcomes           | The overall rating on this criterion is based on the lowest rated individual criterion below.  | <b>ML</b> |
| C.1. Financial                                  | Financial sustainability depends to a large extent on funding and initiatives of other agencies and organisations, although it seems that government has dedicated some financing to some projects and dissemination of material, the extent to which this will continue in the longer term remains to be seen.  | <b>ML</b> |
| C.2. Socio-political                            | The projects garnered considerable support at all levels, from communities, NGOs, private sector, government representatives and academic institutions.  | <b>L</b>  |
| C.3. Institutional framework                    | Direct involvement of key institutions and country stakeholders, institutional arrangement was diverse and lent itself to strengthening at many levels; new units were put in place (e.g. the Climate Change Research Unit at the University of Gondor).   | <b>L</b>  |
| C.4. Environmental                              | The projects in Ethiopia were generally environmentally sound.   | <b>HL</b> |



|  |   |     |
|--|---|-----|
| D. Catalytic role and replication                    | The projects have catalysed climate change adaptation projects in the Ethiopia and have had a catalytic effect at some levels.  | S   |
| E. Processes Affecting Attainment of Project Results |   | n/a |
| E.1. Preparation and Readiness                       | Given the context of number of proposals and the reporting processes, including the overall strong coordination it is clear that the country team was fully prepared. | HS  |
| E.2. Implementation Approach and Management          | Due to strong coordination, the implementation approach and management in Ethiopia was effective. The UNEP team gave full technical support and guidance.             | HS  |
| E.3. Stakeholder Involvement and Public Awareness    | Wide stakeholder engagement through-out process, from local communities to high level government officials to place in Ethiopia.                                      | HS  |
| E.4. Country ownership and driven-ness               | The projects were highly demand-led and the country took complete ownership – straight to implementation, profile of projects raised across the country.              | HS  |
| E.5. Financial Planning and Management               | The country reporting processes were very good as a result of strong coordination; financial management was rated overall for the programme.                          | S   |
| E.6. UNEP Supervision and Backstopping               | UNEP played an adequate role in supervision and backstopping with great team commitment from Ethiopia.  | HS  |
| E.7. Monitoring and Evaluation                       | Reporting processes in Ethiopia were generally excellent due to strong coordination.  | HS  |

## Annexes

Annex 1: Interviewee List

Annex 2: Evaluation Programme

Annex 3: Documents Reviewed

PLEASE NOTE: The Progress on Activities and Outputs was co-developed with Team Leader for the Terminal Evaluation of the CC DARE Programme overall and can be found in Annex 1 of the Terminal Evaluation report.

## Annex 1: List of Stakeholders interviewed during Support Consultant Country Visit to Rwanda, Malawi and Ethiopia

| Name                                       | Affiliation  | Role                                     |
|--|--|--|
| <b>RWANDA (6-11 January 2013)</b>          |  |  |
| Johnson Rubzibiza Nkusi                    | RENGOF, Chairperson  | RENGOF Project Leading                   |
| Two project staff members (Oscar and Alex) | APEFA, Chairperson (APEFA is a member of RENGOF)   | RENGOF Project Partner in Implementation |
| Niyibizi Lois                              | Bigogwe Sector, Kyabihu District Executive Secretary, Bigogwe Sector, Ministry of Local Government | RENGOF Project Partner                   |
| Three sector staff                         | Bigogwe Sector (Ministry of Local Government)  | RENGOF Project Partner                   |
| Angele Mukaminani                          | Economic Development, Nyabihu District Vice Mayor  | RENGOF Project Partner                   |
| Two project beneficiaries                  | Bigogwe Sector   | RENGOF Project Beneficiary               |
| Sample community of project beneficiaries  | Rubivu Sector  | RENGOF Project Beneficiary               |
| John Gakumba                               | NBDF, Director   | NBDF Project Leader                      |



| Name   | Affiliation   | Role  |
|--|---|---|
| Sehene Chryostane  | NBDF, Technical Advisor, Steering Committee         | NBDF Project Partner                                  |
| Rugumire Makuza  | NBDF, Rwanda Evaluation Society, Steering Committee | NBDF Project Partner                                  |
| Alphonse Rutazigwa   | Journalist  | NBDF Project Beneficiary                              |
| Rose Mukankomeji   | Director , REMA, MINIRENA                           | CC DARE Rwanda Project Coordination                   |
| Marie-Laetitia Busokeye  | Deputy Director, REMA, MINIRENA                     | CC DARE Rwanda Project Coordination                   |
| Jacqueline Nyirakamana   | NBI National Focal Point Officer<br>MINIRENA        | , NBDF Project Beneficiary                            |
| John Musekmakweri  | Head of Environment and Energy, UNDP Rwanda         | UNDP CO Rwanda  |
| Christine N. Muhongerwa  | RENGOF  | RENGOF Project Partner                                |
| Charles Muhinda  | Ministry of Local Government                        | Related to Stakeholder Participation of both projects |
| <b>MALAWI (11-15 February 2013)</b>  |   |   |
| Aloysius Kamperewera   | Director, Environmental Affairs Department, MECCM   | Malawi CC Dare Oversight of Coordination              |
| Michael Makonombera  | Assistant Director , EAD                            | CC Dare Coordinator Malawi                            |
| Alick K. Manda   | Head of Planning Services , Planning Services, NSCT | NCST Project Leader                                   |
| Symon O. Mandala   | Chief Technology Transfer Officer , NCST            | NCST Project Leader                                   |
| Weston M. Mwase  | Bunda College                                       | Bunda College Project Leader                          |
| Jan Rijpma   | Assistant Resident Representative, UNDP Malawi      | UNDP CO Malawi  |
| Henry Utila  | FRIM  | FRIM Project Leader                                   |
| Agricultural Extension Services team   | FRIM  | FRIM Project Partners                                 |
| Three communities of project beneficiaries of FRIM in northern Blantyre (FRIM) | FRIM  | FRIM Project Beneficiaries                            |
| Khumbo Kamanga   | CURE  | CURE Project Partner                                  |
| <b>ETHIOPIA (18-21 February 2013, supporting consultant)</b>                   |   |   |
| Berhanu Solomon  | EPA   | CC DARE Coordinator Ethiopia                          |
| Solomon Abegaz   | IBC   | IBC Project Leader                                    |
| Fikre Zerfu  | SoRPARI   | SoRPARI Project Leader                                |
| Hailemariam Birke  | University of Gondar                                | University of Gondar Project                          |
| Geremew Salaisse   | EWNHS   | EWNHS Project Leader                                  |
| Melkamu kifetew  | MME   | MME Project Leader                                    |
| Hailu Aray   | ISD   | ISD Project Leader                                    |
| Two school principal in Central Rift Valley                                    |   | EWNHS Project Beneficiaries                           |

## Annex 2: Evaluation Programmes of Support Consultant (CC DARE Terminal Evaluation)

### Evaluation Programme for Rwanda

| Date | Activity | Contact |
|------|----------|---------|
|------|----------|---------|



|                      |   |                        |
|----------------------|---|------------------------|
| Sunday (6 Jan 13)    | 16:55 Arrive at airport, drive straight to Muzanse for overnight (RENGOF, Johnson Nkusi)  | Johnson Nkusi          |
|                      | Site visit to (mountain) Bigogwe Sector (Nyabihu District) incl. speaking to beneficiaries  | Johnson Nkusi          |
|                      | Visit to Centre for Craft making (Alternative Livelihoods)  | Johnson Nkusi          |
|                      | Meeting with Executive Secretary of Bigogwe Sector (Niyibizi Lois)  | Johnson Nkusi          |
|                      | Site visit with representatives of District Staff of Ministry of Local Government, relocated communities  | Johnson Nkusi          |
|                      | Site visit with RENGOF to tree planting   | Johnson Nkusi          |
|                      | Meeting with Vice Mayor of Economic Planning of Nyabihu District (Angele Mukaminani)  | Johnson Nkusi          |
| Monday (7 Jan 13)    | Visit to Kijote Market (Alternative Livelihoods)  | Johnson Nkusi          |
| Tuesday (8 Jan 13)   | Discussions with RENGOF   | Johnson Nkusi          |
|                      | Travel to Rubavu District   | Johnson Nkusi          |
|                      | Meeting with APEFA  | Johnson Nkusi          |
|                      | Site visit with APEFA, Executive Secretary, staff of sector, to Kanembwe  | Johnson Nkusi          |
|                      | Travel back to Kigali   | Johnson Nkusi          |
| Wednesday (9 Jan 13) | Admin and payments, RENGOF, phone calls to confirm appointments   |                        |
|                      | Meeting with NBDF staff (postponed)   | John Gakumba           |
|                      | Meeting with Ministry of Environment and Natural Resources, beneficiary of NBDF project, and Nile Basin Focal Point<br>NBDF Project Beneficiary (Jacqueline Nyirakamana) (Kigali) | Jacqueline Nyirakamana |
| Thursday (10 Jan 13) | Meeting with NBDF staff (Kigali)  | John Gakumba           |
|                      | Meeting with John Musemakweri (former UNDP Head of Environment and Energy) (Kigali)   | John Musemakweri       |
|                      | Meeting with Rose Mukankomeje and Marie Leticia (REMA) (Kigali)   | Rose Mkankomeje        |
|                      | Meeting with RENGOF staff (Kigali)  | Johnson Nkusi          |

### Evaluation Programme for Malawi

| Date                      | Activity  | Contact   |
|---------------------------|---|---|
| Monday (11 February 2013) | Arrival at EAD offices and initial discussions with CCDARE National Coordinator             | Michael Makonombera   |
|                           | Courtesy to Director of Environmental Affairs Department (Country coordinating Institution) | Dr. Aloysius Kamperewera                                      |
|                           | Meeting UNDP Assistant Resident Representative  | Jan Rijpma  |
|                           | Meeting National Commission for Science and Technology                                      | Symon Mandala and Mr. Manda                                   |
|                           | Meeting Bunda College project proponents  | Associate Prof. Weston Mwase and Associate Prof Joyce Njoloma |
|                           | Travel to Zomba to meet proponent for FRIM project  | Michael and Yasinta   |

|                              |   |                                      |
|------------------------------|---|--------------------------------------|
| Tuesday (12 February 2013)   | Meeting FRIM project proponents                   | Henry Utila                          |
|                              | Travel to Blantyre to visit project by FRIM       | Michael, Yasinta and Henry           |
|                              | Project site visit implemented by CURE            | Director of Planning and Development |
|                              | Travel to Chikhwawa to visit a project by Bunda   | Michael, Yasinta and Weston          |
|                              | Project site visit                                | Director of Planning and Development |
|                              | Travel back to Lilongwe city                      | Michael and Yasinta                  |
| Wednesday (13 February 2013) | Wrap up meeting with CC DARE National Coordinator | Michael                              |

### Evaluation Programme for Ethiopia

| Date                  | Activity   | Contact                  |
|-----------------------|--|--------------------------|
| Monday (18 Feb 13)    | Pre-meeting with Berhanu Solomon (CC Dare Coordinator in Ethiopia)   | Berhanu Solomon (EPA)    |
| Tuesday (19 Feb 13)   | Workshop with project proponents:<br><br>Mr Solomon Kebede<br>Mr Hailemariam Andarge<br>Mr Gebreselaissie<br>Mr Hailu Tedla<br>Mr Melkamu Kifetew<br>Mr Manaye Tariku<br>Mr Getachew Belaineh<br>Mr Fikre Zerfu<br>(Addis Ababa) | Berhanu Solomon (EPA)    |
| Wednesday (20 Feb 13) | Drive to site (African Rift Valley – Improving water harvesting in schools project – EWNHS Project)<br>Site Visit (overnight)  | Geremew Selaisse (EWNHS) |
| Thursday (21 Feb 13)  | Drive back with project proponents (EPA and EWNHS)   | Geremew Selaisse (EWNHS) |
| Friday (22 Feb 13)    | Depart Addis Ababa   |                          |



## **Annex 3: Documents reviewed**

### **CC DARE annual work plans**

UNEP. 2011. CC DARE Consolidated Workplan 2011-2012.

UNEP. CC DARE Global Work Plan 2011.

UNEP. CC DARE Work Plan 2009-2011.

UNEP. 2012. Regional Office for Africa: Team Annual Work Plan.

### **CC DARE Evaluation report**

Mathu, W. 2011. Outputs/Outcomes verification inspection (OVI) of the CC DARE of the Climate Change and Development – Adapting by reducing vulnerability (CC DARE). UNEP/UNDP.

Project Management Review. 2013. QAS Report of the CC DARE Programme.

### **CC DARE Financial reports**

UNEP. November 30, 2008. Income statements; UNEP ID CP/4040-08-06 (Project 2585).

### **CC DARE Financial reports from partners**

UNEP. n.d. URC UNEP reporting projects Budget follow-up CC DARE.

UNEP. July 16, 2010. CC DARE quarterly expenditure report

### **CC DARE Legal instruments (with donors and partners)**

UNEP and Government of Denmark. December, 10, 2007. Climate change and development –adapting by reducing vulnerability (CC DARE) Agreement.

UNEP, & UNDP. 2008. Legal agreement – Climate change and development –adapting by reducing vulnerability (CC DARE).

### **CC DARE Mission reports**

UNEP. August 30 – 03 September, 2010. Mission report; Malawi

UNEP. September 27 – 29, 2010. Mission Report; Training workshop on climate change for Arab States.

UNEP. February 12-13, 2009. Mission Report; Meetings with the CC DARE team in Denmark.

UNEP. February 8-12, 2010. Mission report, Kigali, Rwanda.

UNEP. June 30 – July 3, 2009. Mission Report; Meetings with the Malawian Ministry of Environment, and the UNDP Country office, the UNFCCC focal point, Malawi.

UNEP. July 04-09, 2009. CC DARE Mission to Rwanda.

UNEP. September 1-3, 2011. Mission Report: Meeting on Regional Disaster Risk Reduction Forum.

UNEP. July 9-12, 2011. CC DARE Kick off Mission report – Malawi, Togo, Benin and Mozambique.

UNEP. August 4-6, 2011. CC DARE Experience sharing workshop – Agriculture and Natural resources.

Munang, R., & Nkem, J. 09-10 August 2010. CC DARE Mission report Ethiopia.

UNEP. April 26-29, 2010. Meetings with the UNDP Country Office, EPA Ethiopia,

UNEP. December 7-12, 2009. Mission Report; COP15 Copenhagen – CC DARE side event.

UNEP. 23 -27 August 2010. CC DARE Rwanda experience sharing workshop and mission report.

## **CC DARE Progress reports**

Nkem, J., Munang, R., Pateh., & Jallow, B. 2011. Lessons for Adaptation in sub-Sahara Africa. UNON Publishing Services Section.

UNEP. 2008. CC DARE Annual progress report.

UNEP. 2009. CC DARE Annual progress report.

UNEP. 2010. CC DARE Annual progress report.

UNEP, & UNDP. April 2008 – Dec 2011. Status report of the CC DARE Programme,

UNEP. & UNDP. Jan –Jun 2009. CC DARE status report,

UNEP. & UNDP. July-December 2009. Status report on implementation of CC DARE,.

UNEP. & UNDP. 2011. Status report of the CC DRE programme

UNEP. & UNDP. n.d. CC DARE Second phase country projects report.

## **CC DARE Project Document**

UNEP. 2008. CC DARE Project Summary.

UNEP. May 2008. Project Management Review.

UNEP. May-July 2012. Project Management Review.

UNEP. October 27, 2011. Annex: Project Document Supplement,

UNEP. September 28, 2009. Prodoc and revisions1,

UNEP. July 02, 2010. Prodoc and revisions2,

## **Contracts and agreements**

UNEP RISOE CENTRE. 15 April 2011. Agreement; 1215186-03 Malawi – FRIM Project – Phase II.

UNEP RISOE CENTRE. April 15, 2011. Agreement; 1215186-03 Malawi - Bunda College Project – Phase II.

UNEP RISOE CENTRE. March 15, 2011. Agreement; 1215186-03 Malawi CURE NGO Project – Phase II.

UNEP RISOE CENTRE. September 1, 2009. Agreement; Rwanda – NBDF project.

UNEP RISOE CENTRE. September 1, 2009. Agreement; Rwanda – RENGOF Project.

UNEP RISOE CENTRE. September 1, 2009. Agreement; 1215186-03 Malawi Bunda College Project.

UNEP RISOE CENTRE. September 15, 2009. Agreement; 1215186-03 Malawi NCST Project.

UNEP RISOE CENTRE. September 15, 2009. Agreement; 1215186-03 Malawi FRIM Project.

UNEP RISOE CENTRE. January 28, 2010. Consultancy Contract; 1215186-03 Rwanda - NBDF Project Technical Support.

UNEP RISOE CENTRE. August 12, 2010. Agreement; 1215186-03 Ethiopia – ISD-TM Project.

UNEP RISOE CENTRE. August 18, 2010. Agreement; 1215186-03 Ethiopia – IBC Project.

UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – NAWDPC Project.

UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – MoARD Project.

UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – Ministry of Mines & Energy project.



UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – SoRPARI Project.

UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – UOG Project.

UNEP RISOE CENTRE. October 4, 2010. Agreement; 1215186-03 Ethiopia – EPA Project.

UNEP RISOE CENTRE. December 14, 2010. Consultancy Contract; 1215186-03 Kenya – Rainwater Harvesting Project.

UNEP RISOE CENTRE. October 1, 2008. Agreement; 1215186-03 Subcontract Uganda MAAIF project.

UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – AMU Project.

UNEP RISOE CENTRE. July 12, 2010. Agreement; 1215186-03 Ethiopia – EWNHS Project.

UNEP RISOE CENTRE. October 1, 2009. Agreement; 1215186-03 Sub Saharan Africa - Regional Climate Modeling Workshop – DMI.

## CC DARE Progress reports from countries

### Ethiopia

Birke, H., & Teshome, E. 2011. *Community Based Adaptation to climate change for Ethiopian agriculture: identification of impacts, coping mechanisms and adaptation options. A case of the north western lowlands of Ethiopia*. Retrieved March 13, 2013, from [www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx](http://www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx)

Environmental Protection Authority of Ethiopia. 2011. *Summary of CC- DARE Projects Achievements*. Retrieved March 11, from [www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx](http://www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx)

Ethiopian Wildlife and Natural History Society. 2011. *Improving water harvesting capacity in schools in central rift valley*. Retrieved March 11, from [www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx](http://www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx)

Ministry of Agriculture. 2011. *Adapting to Climate Change through Participatory Promotion and Demonstration of Conservation Agriculture (CA) in East Gojam Zone, Amhara National Regional state*. Retrieved March 11, from [www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx](http://www.ccdare.org/Outputs/Ethiopia/tabid/55295/Default.aspx)

### Malawi

Maluwa, A., & Mandala, S. 2010. *Streamline climate change and environmental management into the National Science, Technology and Innovation Policy*. Retrieved March 02, 2013, from <http://www.ccdare.org/Outputs/Malawi/tabid/6905/Default.aspx>

CC DARE. n.d. *CCDARE project in Malawi: A synthesis report*. Retrieved March 26, 2013, from <http://www.ccdare.org/Outputs/Malawi/tabid/6905/Default.aspx>

### Rwanda

Bizoza, A., Alex, S., & Godeberthe, N. 2012. *Socio-economic baseline survey of displaced households from Gishwati*. Draft report No 1. APEFA.

## (Footnotes)

1 Source: UNEP Project Document





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