Terminal Evaluation of the UNDP/GEF Project
Promoting autonomous adaptation at the community level in Ethiopia
UNDP PIMS: 4107; GEF Project ID: 4222





Photo cerdit@ PPA project Assosa Woreda - Kushmengel & Selga 23 Kebeles

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EXECUTIVE SUMAMRY 6
1. Project Description 6
Evaluation Rating. 8
2. Conclusions 10
1. INTRODUCTION 14
1.1 Terminal Evaluation Approach 14
1.2. Methodological principles applied to conduct the Terminal Evaluation 15
2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT 19
2.1. Project Description 19
2.1.1 Project Goals 19
2.1.2 Project Outcomes and Outputs 19
2.1.3.Project baseline Indicators established 20
2.1.4. Project geography coverage 21
2.1.5.Project Beneficiaries 22
2.1.6 Executing Agency and Implementing Agency 22
2.2 Problems that the project sought to address 23
2.3. Expected Results 24
3. TERMINAL EVALUATION FINDINGS 26
3.1 PROJECT DESIGN / FORMULATION 26
3.1.2. Analysis of LFA/Results Framework 27
3.1.3. Assumptions and Risks 28
3.1.4. Lessons from other relevant projects and Linkages 28
3.1.5. Planned Stakeholder participation 29
3.1.6. Replication and Scale Up approach 29
3.1.8. Management arrangements 31
3.2 PROJECT IMPLEMENTATION 33
3.2.1. Adaptive management 33
3.2.2. Partnership arrangements 33
3.2.3. Feedback from M&E activities used for adaptive management 34
3.2.4. Project Finance 35
3.2.5. Monitoring and Evaluation: Design at Entry and Implementation 37
3.3. PROJECT RESULTS 40
3.3.1 Overall results (attainment of objective) 40
3.3.2 Relevance 46
3.3.3. Effectiveness & Efficiency 47
3.3.4. Country ownership and Mainstreaming 48
3.3.5. Sustainability 49
3.3.6. Impact 50
4. CONCLUSIONS, RECOMMENDATIONS & LESSONS 52
4.1. Conclusion 52
4.2 Recommendations 53
4.3 Lessons 54
4.4. Good Practices 55

Annexure 1.List of Project Stakeholders interviewed at Federal, Wordea and Kebele Level
Annexure2. List of documents reviewed
Annexure 3.Itinerary of Terminal Evaluation Mission and Summary of field visits and photographs
Annexure 4. Summary of Rating of the Achievement of Outcomes
Annexure 5. Evaluation Question Matrix
Annexure 6. Terminal Evaluation Terms of Reference
Annexure 7. Evaluation Consultant Agreement Form

Tables

Project Summary Table .1.
Evaluation Rating Table.2.
Co-financing Table.3.

Figures

Figure.1. Terminal Evaluation Assessment Approach
Figure .2. SMART Criteria
Figure.3. Project Outcome and Outputs
Figure. 4. Project Baseline Indicators
Figure.5 Woreda Beneficiary
Figure.6. Project Category of indicators
Figure.7 Project Management Structure
Figure .8. Project Partnership Structure
Figure.9.Woreda Level Grant Utilization for Implementation
Figure.10. Outcome based Grant Utilized for Implementation
Figure.11. Woredas Capacity Scorecard Assessment
Figure 12: Integrated Autonomous Adaptation Actions
Figure .13. Mapping PAA project causal links between outcomes and impacts

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Region and country included in the project: Africa, Ethiopia



GEF Operational Program/Strategic Program:
LDCF Objective 1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level
LDCF Objective 2: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level
LDCF Objective 3: Promote transfer and adoption of adaptation technology

Executing Agency:
… Ministry of Environment, Forest and Climate Change, Government of Ethiopia is the executing agency for this project. Formerly, the Federal Environment Protection Authority, as the executing agency was transferred to the Ministry of Environment and Forest and Climate Change.

Implementing Partner Execution:
… Addis Ababa City Administration in Akaki Kality 03, Yeka 01 Woredas (Urban), Woreda Administrations in Tigray Region (Enderta Woreda), Benishangul Gumuz Region (Asosa Woreda), Gambella Region (Gambella Woreda), Oromiya Region (Adamitulu Julu Kombolcha Woreda)

Partners:
… Woreda sector specific offices include the Regional Environment Protection Authority offices, Environmental and Land use and administration, Regional Bureaus of Agriculture, Development Agents of Agriculture & Rural Development, Finance and Economic Development, Water Resource Development, Communication, Youth and Women Affairs, Regional Meteorology Branches, Universities, research centres.
… Targeted community's cooperatives, green enterprises in 8 rural Kebeles- Kemo Gerbi & Desta Abijata Kebeles (Adami Tulu Jiddo Kombolcha Woreda), Mosebo & Meseret Kebeles (Enderta Woreda), Kushmengel & Selga 23 Kebeles (Assosa Woreda), Punkong & Pimoli Kebeles (Gambella Woreda), Yeka 01, Akaki Kality 03 Woredas (Addis Ababa City Administration).

Terminal Evaluation team member: Ms Irene Stephen, International Consultant, and Mr Getish Tekel, National Consultant.
Terminal Evaluation time frame and date of report: The Terminal Evaluation was completed in 30 days, starting from 10 October 2016 to 11 November 2016. Report drafted on 9 December 2016

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Appreciate the members of National Steering Committee- Ms Belaynesh Biru, (Ministry of Water, Irrigation and Electricity), Mr Fetene Teshome and Mr Dula Shanko (National Meteorology Agency), Mr Semere Tesfaye (Ministry of Finance and Economic Development, Mr Tefera Tadesse (Ministry of Agriculture and Natural Resources) to have provided required information for the evaluation.

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Special appreciation to the community members of 8 project selected Kebeles: Kemo Gerbi & Desta Abijata Kebeles (Adami Tulu Jiddo Kombolcha Woreda), Mosebo & Meseret Kebeles (Enderta Woreda), Kushmengel & Selga 23 Kebeles (Assosa Woreda), Punkong & Pimoli Kebeles (Gambella Woreda) and Yeka 01 and Akaki Kality 03 Woredas (Addis Ababa City Administration), who have worked with project.

Project Summary Table .1.

GEF Project ID:	4222		*At endorsement approval (Million US$)*	*At the Terminal Evaluation till June 2016 (Million US$) Source : PMU Nov 2016*
UNDP Project PIMS No :& Atlas ID:	00075762 4107	GEF financing: For the total project cost	$5,307,885.00	$ 5,271,124.46
GoE Project ID:	00065106	Confirmed Co-Financing PIF/endorsement	$24,721,020.00	$515,399.00
Output No:	00081746	UNDP	$ 300,000.00	$ 227,783.00
Country: Region:	Ethiopia Africa	Government (In Kind):	$ 359,520.00	$287,616.00
Focal Area:	Adaptation to Climate Change			
FA Objectives, (OP/SP):	**Applicable GEF Strategic Objective and Program:** OBJECTIVE 1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level; OBJECTIVE 2: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level; OBJECTIVE 3: Promote transfer and adoption of adaptation technology			
Executing Agency:	Ministry of Environment, Forest and Climate Change, Government of Ethiopia. (Formerly, the Federal Environment Protection Authority, was the executing agency and was transferred to the Ministry of Environment and Forest and Climate Change)			
Implementing Partners :	**Federal Level**- National Meteorology Agency, Addis Ababa City Administration, Ministry of Water, Irrigation, Electricity, Ministry of Finance and Economic Development , Ministry of Agriculture. **Woredas Level-** Woreda Administration, Regional Environment Protection Authority offices, Bureaus of the relevant sectors-Environment and Landuse administration, Agriculture & Rural Development, Finance and Economic Development, Water Resource Development, Communication, Youth and Women Affairs, Regional Meteorology Branches, Regional Universities and its research centres. **Kebele Level** -Kebele Administration, Woreda Bureau subject matter specialists and the Kebele Development Assistants (DAs) **Community members, Cooperatives, Green-Enterprises of 8 selected Kebeles** : Kemo Gerbi & Desta Abijata Kebeles (Adami Tulu Jiddo Kombolcha Woreda), Mosebo & Meseret Kebeles (Enderta Woreda), Kushmengel & Selga 23 Kebeles (Assosa Woreda), Punkong & Pimoli Kebeles (Gambella Woreda) and Yeka 01 and Akaki Kality 03 Woredas (Addis Ababa City Administration)			
		ProDoc Signature (date project began):		19 April 2012
		(Operational) Closing Date:	Proposed: Sept 2015	Actual: 31 December 2016

EXECUTIVE SUMAMRY

1. Project Description

The *Project: '***Promoting Autonomous Adaptation at the Community Level in Ethiopia**', the GEF-LDCF financed project was required to undergo a terminal evaluation, in accordance with UNDP and GEF M&E policies and procedures. The Terminal Evaluation provides a summary of the achievements and performance of this project.

The project is GEF-UNDP compliant. GEF funded this full-sized project, in Ethiopia, through the Least Developed Countries Fund (LDCF). The overall goal of the project was to catalyse innovative adaptation actions in the context of Ethiopia's NAPA and development policies and strategies. The project is consistent with the priorities identified by Ethiopia NAPA. The project piloted the identified priorities that concerned community's adaptation capacity and development need into an integrated approach. The project was designed to support vulnerable communities in 8 rural Kebeles, in 4 Woredas and 2 urban Woredas. The project through its strategy strengthened the institutional capacities for coordinated planning and investment in adaptation measures. The project piloted the adaptation initiatives that are specific to the agro–ecology zones and are technology sensitive to sustain the natural resources and continue to support livelihoods. The project has delivered key Adaptation Practices through i) *Autonomous Adaptation of* existing traditional knowledge and technology transferred to manage the environment and welfare conditions, and ii) *Planned Adaptation capacity* mobilised through the institutions to implement policy based decisions and invest in adaptation actions, technology and infrastructure assets. The community has coped with vulnerability and diversity in socio-economic and institutional set up, in cultural practices and environmental conditions that spans from one Region to another Region in Ethiopia.

The Terminal Evaluation observed the achievements of the project which are attributed to mainstreaming adaptation measures.

- The project demonstrated a new order of adaptation actions to verify improvements in the ecological status. The project has established a self-governing practice to conserve and manage natural resources.
- The benefiting communities were able to improve crop production by cost effective farm land management and small scale irrigation powered by solar energy.
- The communities were engaged by the project to be equal partners as well as learners to test and apply techniques for adding adaptation value to agriculture production, livelihood, and land management in order to sustain the natural resources and the ecosystem, both endangered by climate variability.
- The project addressed equity of benefit sharing and social inclusion of the community. The project engaged 5043 farmers (2,674 men, 2,369 women).

- Farmers adapted five different agricultural based technologies that adapted better water management practices to irrigate about 1800 hectares of farm plots. Both men and women farmers changed their agriculture production techniques from the traditional rain-fed subsistence farming practices. They were able to generate an income of 20,274,392.00 Birr by selling harvested crops at the local markets, after storing enough for the families consumption
- About 46% men and 31% women farmers were covered by the crop insurance mechanism based on variability of rainfall between sowing and harvest seasons. About 42.88% women and 58.64% men farmers effectively used early warning climate information to prepare for the sowing and harvest seasons. The awareness generated from these bulletins, helped beneficiaries increase agricultural productivity by 100%.
- The project strengthened the Woreda and Kebele administrations adaptive capacity to reform and regulates the institutional process for planning adaptation actions. At the start of the project, the initial assessment of the existing institutional adaptive capacity was rated 1.26 across the selected Woredas. After training the administrative personnel on adaptation themes, their adaptive capacity scorecard rating increased to an average of 3 in the targeted Woreda and Kebele administrations. These administrations were supported to design and implement adaptation actions in context of the development plans. Governing institutions at the Woredas were able to regulate reforms in its planning process by mainstreaming adaptation measures into the Woreda Development plan. The project revised the sector plans to include adaptation options. This Woreda adaptation plan for each sector was endorsed by the Woreda Executive Committee. Climate Resilient Green Growth investment plan for Addis Ababa was prepared for the City Administration to mainstream adaptation actions for city planning and management. This plan was approved by the Mayor's Executive Council
- Based on the integrated adaptation approach, the project has synthesized lessons learnt and envisioned to scale up immediate and short-term adaptation measures linked to long term development actions and goals. The piloted results of the adaptation actions will be scaled-up in about 150 Woredas in Ethiopia

Moreover, the project has demonstrated the capability to convince key stakeholders at the Federal and Woreda institutional level to join and meet a significant demand for adaptation, for the most vulnerable communities.

Evaluation Rating Table. 2.

Criteria	Rating Scale	Comments
Monitoring and Evaluation:		
Overall quality of M&E	Satisfactory (S)	M&E procedures were followed by the PMUs set up at National and Woreda level. Both PMUs ensured the project is monitored at the Kebele level. The National and Woreda Steering Committees evaluated progress quarterly, and, assured quality and delivery of annual work plans during the implementation cycle.
M&E design at project start up	Satisfactory (S)	The project initially functioned from EPA and Addis Ababa City Manager's Offices and four EPA Regional offices and Woreda level Task Teams formed by Sector specific Bureaus, to oversee the day to day monitoring of implementation and coordination activities.
M&E Plan Implementation	Satisfactory (S)	PMU attached to MoEFCC has the specific responsibility to coordinate implementation procedures with the Woredas and Kebeles. The PMU continued its engagement with the Regional Institutional structures of the Zone, Region, Woreda and Kebele administration including Bureau offices to ensure that the project is implemented as per the annual work plans and budgets. .
Implementing Agency & Executing Agency Execution:		
Overall Quality of Project Implementation/ Execution	Highly Satisfactory (HS)	National Execution modality was applied to this project. The Government of Ethiopia in principle is the approval agency to ensure timely execution and completion of the project.
Implementing Agency Execution	Highly Satisfactory (HS)	UNDP as the implementing agency for GEF, contributed towards achieving the outcomes of the project through an inclusive approach. UNDP guided the Executing Agency (MoEFCC) and the implementing partners (responsible partners) throughout the implementation period. UNDP ensured appropriate GEF-UNDP project management policies are followed and complements the Government of Ethiopia procedures. UNDP kept the key stakeholders informed with appropriate management operation, monitored results and oversaw the project is well managed. For UNDP CO in Ethiopia, the project showed a significant strategic value, resided in its partnership for expanding UNDP country programming portfolio on climate change and adaptation programme in partnership with the Government of Ethiopia.
Executing Agency Execution	Highly Satisfactory (HS)	Ministry of Environment, Forest and Climate Change, chaired the steering committee at the federal level and oversaw operational and management approvals for the project. The project in 2012 was implemented through the Environment Protection Authority (EPA) and its Regional offices and the Woreda administrations. These institutions were given the responsibility to coordinate the project. In 2013-2014 the Environment Protection Authority was amalgamated into the newly formed Ministry of Environment, Forest and Climate Change. However, Regional EPA offices and Woreda administrations continued to be responsible for implementing the project. At Woreda level the Chief Administrator as chairperson of the Steering Committee provided management approvals to execute the planned activities at Kebeles. The available practitioners, sub-national planners, development agents and researchers remained available during the project duration to support capacity building trainings for government staff and rural households.
Outcomes:		
Overall Quality of Project Outcomes	Highly Satisfactory (HS)	The existing traditional knowledge and adapted technology was transferred in response to changes in climate and environment degradation and welfare changes. Adaptive capacity was mobilised through institutions for policy decisions to establish and strengthen adaptation actions and invest in new technology assets.
Relevance: relevant (R)	Relevant (R)	The project implemented adaptation actions in both urban Woredas and rural Kebeles. Offering valuable experience for replication of the project's outcomes in other rural and urban Woredas and Kebeles in Ethiopia. The project has showcased opportunities for synergies between the urban and rural community and need to diversify livelihood and linkages between rural and urban markets. The project demonstrated on ground, the site-specific adaptation options and costs that can be compared for the urban and rural community.
Effectiveness	Highly	The Project Management Unit ensured all activities and funds are utilised by the

	Satisfactory (HS)	Woredas. The National and the Woreda Steering Committees played a key role in guiding the project team. At each Woreda, the Task Team members representing sector offices provided suitable guidance to the project coordinators to manage issues on community participation, monitor progress, and accelerate practical demonstrations, trainings and pilot interventions at the Kebeles.
Efficiency	Highly Satisfactory (HS)	The project has delivered within the budget. From the overall allocated budget the project has utilized 94% of the total GEF grant. At 4 Woredas, the project utilized 64.94% of the budget (2012-2016) as per approved work plans.
Sustainability:		
Overall likelihood of risks to Sustainability	Likely (L)	MoEFCC and participating sector line-Ministries continue to be committed to the realisation of cross-sectoral collaboration in planning and implementing adaptation measures.
Financial resources	Likely (L)	The Ministry will be able to secure funds from the GEF-LDCF fund, GCF, Adaptation Fund and other bilateral funds including UN Agencies funding framework, who are committed to support the National Government's work for climate change mitigating and adaption measures.
Socio-economic	Moderately Likely (ML)	This project enhanced the action on adaptation by taking into account common development priorities, and circumstances, specific to selected Woredas and Kebeles. The vulnerability and adaptation assessments, including the cost and benefit of the adaptation options to sustain livelihood and environment, was used by the project to validate the long term outcomes of incremental improvement and reassurance to be prepared for changes.
Institutional framework and governance	Moderately Likely (ML)	The Ethiopian Government remains committed to implement the scale-up activities, in order to steer the national strategy for a climate resilient green economy.
Environmental	Moderately Likely (ML)	The policy priority is not overshadowed by other emergency matters such as humanitarian disasters. The project implementation period in 2015 was overshadowed by drought and flood conditions caused by the El Nino Variability effect. The Woredas and Kebeles selected by the project showed coping capacity in response to current climate events. These Kebeles were not part of the aid programme extended by the national government. Target Kebeles were best placed to demonstrate the benefits of adapted measures.
Impact:		
Environmental Status Improvement	Significant (S)	The project piloted methods of adaptation to improve the coping capacity of both, community and governing institutions, to secure livelihoods and the ecosystem which were endangered due to climate variability.
Environmental Stress Reduction	Significant (S)	The piloted measures rejuvenated 312 hectares of forestland and pastureland by enclosing the land and barring entry to livestock and human activity. An additional 800 hectares of Forest Area is protected and restricted for cutting trees. The project was able to re-establish livelihood and the socio-ecological system through sustainable management of natural resources. The project has used the vulnerability and adaptation assessment to draw useful lessons for Woredas and Kebeles to prepare their contingency plans to cope with extreme weather events.
Progress towards stress/status change	Significant (S)	The project piloted the Weather Index Based Crop Insurance mechanism for 8 rural Kebeles. About 77% farmers (46% men, 31% women) were covered by the insurance mechanism based on variability of rainfall between the sowing and harvest seasons. To combat the changing precipitation frequency, water scarcity and food security pattern, farmers have adapted to better water management practices to irrigate farms. From the project supported trainings about 5043 farmers (2,674 men, 2,369 women) were able to adapt to five different agricultural based technologies. With the awareness, the beneficiaries have achieved an estimated growth of 100% in agriculture productivity covering 1,800 hectares of farm land.
Overall Project Results	Highly Satisfactory (HS)	The project had the ability to pilot a scale up vision through immediate, short and longer-term adaptation measures linked to development goals, needs and actions. Moreover, the project demonstrates capability to convince key stakeholders to join and meet a significant demand for adaptation of the most vulnerable communities in Woredas and Kebeles.

2. Conclusions

The Terminal Evaluation findings is substantiated by the rating scale and detailed analysis described in the report. In brief the Terminal Evaluation observed that the project re-established the livelihood and socio-ecological system through adaptation actions. The project strengthened the institutional capacities in order to administer the community based adaptation actions. The Woreda Administration with support from the project revised and regulated the sector plans to accommodate medium to long term adaptation actions. The project draws useful lessons from the Woredas and Kebeles vulnerability and adaptation assessment to prepare adaptation based contingency plans. The project has addressed the disaster risk reduction strategy by considering appropriate early warning systems at Kebeles, to provide climate information for assessing risks to crop production. The project impact clearly demonstrates the capacity-building process to adapt and transfer agriculture and water based technology. The project adopted two interrelated "top-down" and 'down-top' approaches for piloting the interventions to change the Federal, Woreda and Kebele institutional procedures for planning development needs. The community-based adaptation actions empowered men and women led farming households to approach the climate variability with better conservation practices. This project has offered UNDP and GEF, an opportunity to mainstream the programme area on adaptation to climate change and to test the structured learning and capacity building measures. At the operational level, UNDP and GEF have built linkages between the Government and sub-national administration. These linkages are focused on development and the reality of development needs at the ground level in Ethiopia. This benefits the national policy framework.

Briefly the Terminal Evaluation recommendations, success factors, and lessons learnt are:

I. Recommendation

- **Documentation of Case Studies/Best Practices-** There is a need for comprehensive documentation primarily to highlight successful case studies and integrated adaptation plans for inter-sectoral responses from each Woreada and Kebele. The project it the up-scale phase must have communication plan.
- **Up-Scaling and Value Addition Enterprise Models-:** Successful enterprise models operated by the Kebeles need to be looked at for up-scaling and value addition. This will also help market the products in an appropriate manner.
- **Sustainable Adaptation Manuals-** The project has developed training manuals and it would be a good start to publish and use these manuals for regular trainings during the scale up phase.
- **Collaboration-** Academia and research institutions to be engaged to document existing traditional conservation practices, self governing methods and emerging environmentally sound technologies to sustain adaptation actions.

- **Corrective actions for the design, implementation, monitoring and evaluation of the project-** Adopt well-constructed M&E mechanisms that can contribute to an evolutionary, 'learning by doing' function, which will provide insights into how the adaptation process evolves. In the context of the logical framework, the project must include output indicators that should define a performance standard for adaption actions both at the site level and the
- Sectoral level that will be useful for before-after impact analysis.
- **Share and exchange the learning of this project**- **Share and exchange the learning of this project**: The project for its scale up phase must consider areas covered by parallel projects and partner with them to identifying technology improvements. And to communicate learning's from the project across the national and regional sector networks to avoid duplication.
- **Improve the capacity needs for designing and certification of weather index schemes**- Through the Ministry of Environment, Forest and Climate Change, and the National Meteorology Agency the certification process for the weather index mechanism across the country has been standardised.
- **Funding mechanism for scale up phase**-The project must be able to tap into the available multilateral funds for adaptation through the Green Climate Fund, LDCF and UN Agencies Multi-lateral funding framework.
- **Retain existing human resource pool:** The existing human resource pool engaged in the project at the national and Woreda level needs to be retained. Reason being, they already have the knowledge, capability and management skills to operate this project for the scale up.

II. Success factors

… Commitment at Woreda sector offices (Task team members and Development agents) to have considered the project as a part of the regular government responsibilities.

… The Woreda administration and Bureau offices will maintain the assets provided by the project.

… Working from the Woreda administration office premises was part of the In-Kind co-finance support provided by the project.

… Conducted continuous discussions and consultation with the leadership, Woreda and Kebele administration which accelerated the implementation process.

… Through capacity building trainings farmers moved on from traditional methods to more productive methods to generate farm income. The project provided the space for the community to do so.

… The Ministry of Environment, Forest and Climate Change provided complete support in implementing the project under the chairmanship of the State Minister. The National Steering Committees knowledge of the project facilitated and created alliances and partnerships. The support of the project management team at the Federal and Woreda level was crucial for the project to achieve its credibility.

III. Lesson Learnt

- There was high turnover of the Woreda task team members and Development agents due to official transfers at the administrative level.
- The lengthy procurement process delayed the implementation schedule and requirement to install equipment (solar pumps, water tanks) at the Kebeles.
- There was Shortage of environment consultants such as GIS experts and certified insurance designers at the sub-national national levels.
- Insufficient DSA was provided by the project to cover costs of the participants and project staff during trainings, workshops and field visits.
- The project staff had to work extra hours through most of the weekends.
- Though no vehicle was provided by the project, the staff still had to travel to remote Kebeles to complete necessary project work.
- Sometimes, the project coordinators used the Woreda administration vehicles to travel to the Kebele to conduct trainings and carry the equipment for installation.

IV. Good Practices

There are three key reasons for viewing the project as an example of good practice for Ethiopia. First, the Promotion of Autonomous Adaptation project represents a case of how the self –help groups of farmers in 8 Kebeles have gradually improved their capacity and management skill, which is a major factor in the sustainability of the autonomous adaptation integrated approach. Community-based autonomous adaptation has been demonstrated to be an appropriate approach for Ethiopia, to contribute to environmental conservation while improving community livelihoods. Second reason, the Promotion of Autonomous Adaptation is good practice is that the project has demonstrated for Addis Ababa City Administration an integrated urban adaptation action plan. The urban adaptation plan was developed with the institutional capacity. The Addis Ababa Climate Resilient Green Growth Strategy was piloted so that the cost implications for scale-up can be assessed and incorporated into the investment plan. The third reason, Promotion of Autonomous Adaptation represents a good practice is that there was strong commitment to learn and demonstrate adaptation intervention throughout the project. The lessons from the project have supported improvements in the planning and implementation procedure amongst a carder of administrators and within the institutions function which is primarily sectoral in nature. Institutional gaps related to cross-sector linkages, relationships and synergies were identified and adequate vertical and horizontal collaboration was established through the project.

Acronyms and Abbreviations

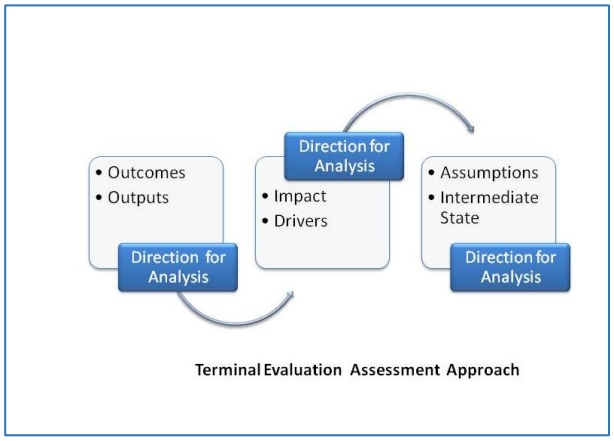
CRGES	Climate Resilient Green Economy Strategy
DA	Development Agents
DRMSIPF	Disaster Risk Management Strategic Programme and Investment Framework
EPA	Environment Protection Agency
EPACC	Ethiopian Plan for Adaptation to Climate Change
GEF	Global Environment Fund
GTP	Growth and Transformation Plan
LDCF	Least Developed Countries Fund
MDG	Millennium Development Goal
MoANR	Ministry of Agriculture and Natural Resource
MoFED	Ministry of Finance and Economic Development
MoWIE	Ministry of Water, Irrigation and Energy
MoEFCC	Ministry of Environment, Forest and Climate Change
NMA	National Meteorological Agency
NAPA	National Adaptation Plan for Action
UNDP	United Nations Development Programme

1. INTRODUCTION

The Terminal Evaluation was conducted according to the guidance, rules and procedures established by the UNDP and GEF as reflected in the UNDP Terminal Evaluation Guidance for GEF Financed Projects. The objective of the Terminal Evaluation was to assess the project results, and to draw lessons that can improve the sustainability of this project. The evaluation will aid in the overall enhancement of the GEF-UNDP programming approach to support the National and regional governments to achieve growth and transformation in the country by implementing similar projects. This project has been evaluated after completing its implementation cycle (2011-2016). The annual Project Implementation Report (PIR) for the project was conducted from 2012 to 2016. The Mid-Term Review was conducted in 2014. Both the reviews initiated by the UNDP Country Office and the UNDP Regional Service Centre, ensured that the results, effectiveness of the implementation processes, and performance of the project is assessed. Both the Implementation Review and the Mid-Term Review indicated that the PAA project has achieved the short and long-term adaptation results.

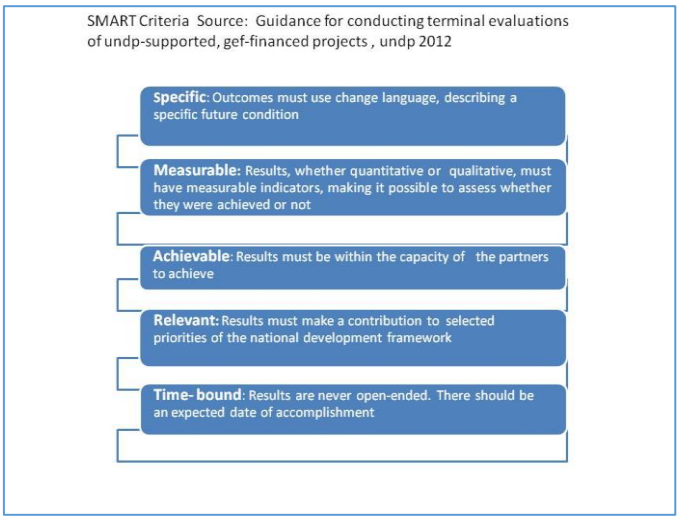
1.1 Terminal Evaluation Approach

The Terminal Evaluation attempts to provide a systematic account of the performance of this project. The evaluation assessed the effectiveness of the project by addressing two questions: *First,* have the objectives and targets been achieved? *Second*, can the outcomes of the project be attributed to the adaptation measures? (*Figure.1.* Terminal Evaluation Assessment Approach).



Terminal Evaluation Assessment Approach

Evaluated the project by considering the SMART criteria (*Figure .2. SMART Criteria*) set out by the guidance for conducting terminal evaluations of UNDP supported, GEF financed projects, UNDP 2012



The Terminal Evaluation had the additional purpose to assess the project design, process of implementation, achievements, and results vis-à-vis the endorsed project objectives. The Terminal Evaluation assessed the following:

- … Assess efficiency of the project management in terms of the budget, co-finance option (planned and realized), implementation and operation arrangements and M&E quality assurance procedures.
- … Evaluate effectiveness of the project outputs and outcomes, process to deliver expected results, achievement of objectives, positive and negative consequences, and changes from the base line condition, risk to sustainability, ownership, and stakeholder involvement.
- … Evaluate accountability and transparency of the project management.
- … Assess the extent to which the project has achieved impacts and progressing towards demonstrating a) verifiable improvements in ecological status due to adaptation actions, b) understand equity and social inclusion among targeted communities, with the ability to engage in the project.
- … Synthesize lessons to help improve project management for replication, catalyst effect, mainstreaming with other development priorities and scaling up future adaptation actions.
- … Relevance of project outcomes related to GEF-UNDP focal areas/operational, national and regional programme strategies and National Government policy priorities for adaptation needs and actions.
- … Present lessons learnt and recommendations suggested by analyzing factors that contributed to or hindered the achievement of the project objectives; sustainability of project benefits, innovation, catalytic effect and replication, and project M&E.

The approach adopted by the Terminal Evaluation is compliant with the UNDP Terminal Evaluation Guidance for GEF Financed Projects, including the norms and standards adopted by UN Evaluation group, Global Environment Facility monitoring and evaluation policy applicable to Least Developed Countries Fund that are embedded within the project's result based management framework.

1.2. Methodological principles applied to conduct the Terminal Evaluation

1. Participatory Consultation with implementing agency and partners, community members, representatives in the Region Agencies/Bureaus, Woreda and Kebele Administrators.
2. Apply working knowledge of evaluation theories, approaches and expertise in environmental issues applied to this mandate.
3. Result Based Management Framework embedded within the monitoring and evaluation guidelines to validate achievement of outputs, outcomes, expected performance and improvements including learning.
4. Accuracy and validity of information and documents which report results. The Terminal Evaluation has provided information based on the findings observed during the participatory consultation meetings and interactions at project selected 4 Woredas and 8 Kebeles(Rural) and 2 Woredas in Addis Ababa Administration.

The Terminal Evaluation adopted the following methods



Three Components of the Terminal Evaluation

1. **Documentation Review**: Desk review of the project documents were conducted in Delhi, India and in Addis Ababa, Ethiopia. (*Annexure.2*.) In addition, other documents and news articles related to the project, was collected and reviewed from the websites of UNDP Ethiopia, and Ministry of Environment, Forest & Climate Change. The evaluator reviewed relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, Mid-Term Review Report and management response, national strategic and policy documents, and any other materials that the evaluator considered useful for this evidence-based assessment. A list of documents reviewed is included in Annexure (1) of this report. The Terminal Evaluation assessed the implemented M&E framework outlined in the Project Results Framework which is aligned to the GEF-LDCF/SCCF Adaptation Monitoring and Assessment Tool (AMAT). The framework was helpful to evaluate project-specific outcomes and outputs. The evaluation identified risks and recommendation for sustainability based on the risk analysis initiated by the project.
2. **Interviews and Consultation:** As part of the participatory consultation approach, a questionnaire was developed to document the implementation experiences. (*Annexure.4.*). The Terminal Evaluation ensured that the implementing agencies and partners at the Federal and Woreda, Kebele level will view the circulated questionnaire as a tool for documenting balanced and unbiased feedback and observations. Project Implementing agency and partners were interviewed based on the circulated questionnaire. A structured interview was conducted using the questionnaire and was adapted to each interview with relevance to project work performed by the implementing agency and the partners. All interviews were conducted in person. The evaluation followed a participatory and consultative approach to ensure interactions with implementing agencies, partners, and key stakeholders counterparts at the National, Woredas, and Kebeles level, project team (*Annexure.1*.) A sample base of communities representing the farming household was part of the interaction. Interviews were conducted at 6 Kebeles : Kemo Gerbi & Desta Abijata Kebeles, Kushmengel & Selga 23 Kebeles, Punkong & Pimoli Kebeles in four 4 Woredas of Adamitulu Jido Kombloch Woreda in Oromiya Region, Assosa Woreda in Benshangul Gumuz Region, Gambella Woreda in Gambella Region and Yeka 01 Woreda (Urban) in Yeka sub-city in Addis Ababa City (*Annexure.1&3.)* . The sample based qualitative interviews and responses from the community were helpful to analyse the progress, changes and benefits of the project, and was incorporated in the

final report. Summary of the community profile documented during the evaluation, based on observation during the visit to selected Woreadas and Kebeles is documented (*Annexure. 3*.)

3. **Field Site Visit:** As per the Terms of Reference, the proposed field visits was conducted in Adami Tulu Jido kombolcha Woreda of Oromiya Region, Asossa Woreda of the Benishangul Gumuz Region, Gambella Woreda of Gambella Region and Yeka 01 Woreda (urban) Yeka Sub-City in Addis Ababa City Administration. For the field visit a mission plan was prepared in consultation with the project PMU (*Annexure.3* .) A checklist was prepared and shared with the implementing agencies and the partners to verify primary sources of reported information on relevant results pertaining to the outputs, outcomes and innovated practices implemented at the Woredas and Kebeles.
4. **Terminal Evaluation Matrix**: An evaluation matrix with questionnaire was prepared. The matrix details out the questions that need to be answered in order to determine project outcomes, and to identify where the information is expected to come from, (i.e. documents, questionnaires, interviews, and site visits (Annexure.5.) The matrix was structured along the five GEF evaluation criteria. The evaluation matrix provided overall directions for the Terminal Evaluation and forms a basis for structuring the Terminal Evaluation report. This matrix was developed with an overview of the project, scope, methodology and work plan and review of key project documents. The evaluation referred to the project's capacity scorecard that provides scope for measuring improvement in institutional capacity of technical and functional skill at the 4 Woredas and 2 urban Woredas. The evaluation prepared the second matrix for rating the achievement of outcomes of the project. *(Annexure. 4.*) The Terminal Evaluation rated the project for its performance based on the rating scale of project relevance, effectiveness and efficiency, as well as the quality of M&E framework implemented by the project. The completed table is included in the evaluation executive summary (table No 2)
5. **Analysis:** The evaluation employed the GEF theory of change, as an evaluation tool to map out the causal links between outcomes and impacts. For further analysis, relevant evaluative evidence was collected from M&E data and information, reports and the information was verified from field visits and interviews and consultation meeting. The Theory of Change tool helped to identify key results as well assess the outcomes in a systematic way to improve national institutions and governance, adopt effective policy instruments, and increased human capacity of various stakeholders. The Handbook on the Review of Outcomes to Impacts (RoTI) for the analysis of the theory of change was referred.
6. **Structure of the evaluation report**- The report was drafted as per the template given in the guidance for conducting terminal evaluations of UNDP - supported GEF financed projects. This Terminal Evaluation Report contains an Executive Summary that gives an overview of the project and the findings of the evaluation. The text of the main report is divided into the following sections: (1) an Introduction that discusses the purpose of the evaluation, and defines the evaluation scope and methodology; (2) a section on the Project and its Development Context, explains the purpose of the project, its

objectives, and expected results; (3) a section on the Findings of the evaluation, includes detailed discussion of the outcomes (4) the Conclusion, states the lessons learned from the project; recommendations, that could be applied in improving future projects. The Annexure provide supporting information of the evaluation.

7. **Limitation:** The Terminal Evaluation was conducted over a period of 30 days, including the preparatory phase, desk review, field visits, interviews, and drafting of the report, as per the Term of Reference (Annexure .6.) The information collected and analyzed during the evaluations is based on assumptions of the rating scale, the catalytic approach and theory of change represented by the project performance.
8. **Evaluation team**: The team members are Ms Irene Stephen Ravindran, International Consultant, and Mr Getish Tekel, National Consultant. The International Consultant was designated as the team leader to conduct the evaluation interviews, document the observations and responsible for finalizing the reports. The National consultant was fully engaged in the terminal evaluation to document interviews and arranged meetings both in Addis Ababa and at the Woredas and Kebeles.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1. Project Description

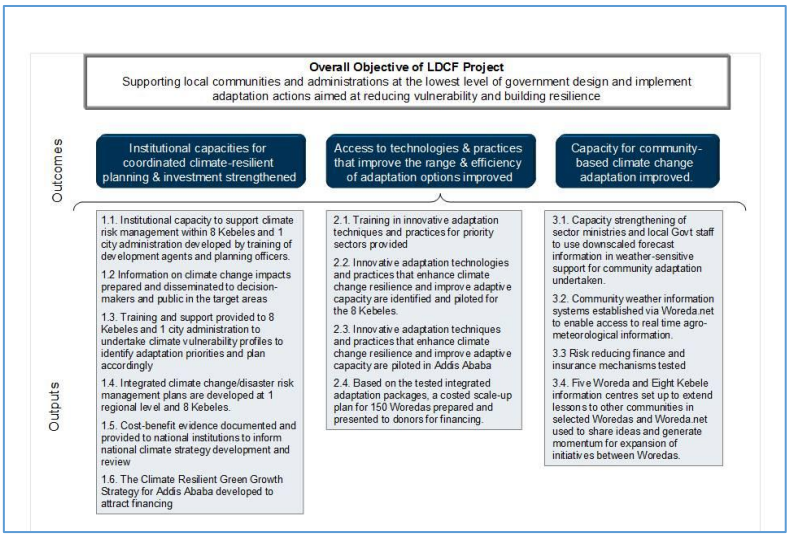
Climate change is of critical importance to the sustainable growth of Ethiopia. Its economy remains reliant on climate sensitive agriculture, natural resources management and energy. Warming has occurred across much of Ethiopia, with mean annual temperature estimated to have increased by 1.3°C between 1960 and 2006, an average rate of 0.28°C per decade. With this has come greater inter-seasonal rainfall variability that has negative effects on the nation's land based productive sectors and existing infrastructure. In this context this project was implemented to support local communities and administrations at the sub-regional level of government to design and implement adaptation actions aimed at reducing vulnerability and building resilience.

2.1.1 Project Goals

The project aims to support and empower the community in Ethiopia to increase their resilience capacity to climate change. The project pilot's immediate and long-term adaptation measures that act as drivers to address key ecological priorities and sectors- the agricultural, infrastructure, water and energy sectors. The objective of this project is to support local communities (Kebele) and administrations (Woreda) at the sub-regional level of government to design and implement adaptation actions through the development policies, plans seeking to reducing vulnerability and building resilience, especially the communities in Ethiopia.

2.1.2 Project Outcomes and Outputs

The project has achieved to build the national capacity for autonomous adaptation by delivering four integrated outcomes. As a set of complementary outcomes and outputs together was tested and piloted as an integrated adaptation approach that is related to the sub national plans and future investment and scale up. The three **outcomes** are (*Figure.3 Project Outcome and Outputs.*):



Outcome 1 Institutional capacities for coordinated climate-resilient planning and investment strengthened.

Output 1.1 Institutional capacity to support climate risk management within 8 Kebeles and 1 city administration developed, by training of DAs and planning officers.

Output 1.2 Information on climate change impacts prepared and disseminated to decision-makers and public in the target areas
Output 1.3 Training and support provided to 8 Kebeles and 1 city administration to undertake climate vulnerability profiles to identify adaptation priorities and plan accordingly.
Output 1.4. Integrated climate change/disaster risk management plans are developed at 1 regional level and 8 kebeles.
Outcome 2 Access to technologies and practices that improve the range and efficiency of adaptation options improved.
Output 2.1 Training in innovative adaptation techniques and practices for priority sectors provided.
Output 2.2 Innovative adaptation techniques and practices that enhance climate change resilience and improve adaptive capacity are piloted in the 8 Kebeles
Output 2.3 Innovative adaptation techniques and practices that enhance sub-national climate change resilience and improve adaptive capacity are piloted in Addis Ababa
Outcome 3 Capacity for community-based climate change adaptation improved
Output 3.1 Capacity of sector ministries, local Government staff and farmers, to use downscaled forecast information for local planning and community adaptation, developed
Output 3.2 Community weather information systems established via Woreda.net to enable access to real time agro-meteorological information
Output 3.3 Risk reducing finance and insurance mechanisms tested

2.1.3. Project baseline Indicators established

The project designed indicators that measure progress of the outcomes. This category of indicators helped the project management team to track results and reasonable pathways of impacts delivered by the project. Indicators 1 and 3 for Outcome 1 measured strengthened capacity of extension agents to transfer appropriate adaptation technologies, and number and type of targeted institutions with increased adaptive capacity to minimise exposure to climate vulnerability. The project measured an improvement in the percentage of farmers adopting adaptation technologies by technology type, (indicator for Outcome 2) and percentage of targeted population covered by innovative insurance mechanisms, (indicator for Outcome 3).The project choose the most appropriate indictors to achieve the outcomes with

Outcome 1	Time Frame and Measurement
Indicator 1 Number and type of targeted institutions with increased adaptive capacity to minimise exposure to climate vulnerability.	Time Frame: By end of Project Measured by: Training records and documented vulnerability and risk assessments.
Indicator 2 Capacity perception index, disaggregated by gender.	Time Frame: By end of project Measured by: CCA capacity index scoring for both men and women.
Indicator 3 Adaptation actions implemented in national/sub-national development frameworks	Time Frame: By end of project Measured by: Number of climate resilient plans and investment strategies based on integrated climate resilient development plans in place and agreements for financing implementation
Outcome 2	
Indicator 1 % of farmers adopting adaptation technologies, by technology type, disaggregated by gender.	Time Frame: By end of Project Measured by: Gender disaggregated farmer survey including vulnerability reduction assessment relative to baseline
Indicator 2 Strengthened capacity of extension agents to transfer appropriate adaptation technologies by capacity score	Time Frame: By end of project Measured by: CCA Capacity assessment, evidence of training and field demonstration of technology transfers
Outcome 3	
Indicator 1 % of targeted population covered by innovative insurance mechanisms, disaggregated by gender.	Time Frame: By end of Project Measured by: Records of micro-finance, rotating credit and VSL schemes and Community level vulnerability reduction assessment
Indicator 2 Increase in climate resilient agricultural productivity in the target areas	Time Frame: By end of project Measured by: Community level vulnerability reduction assessment

a flexible approach that can be measure results during the implementation period. Throughout the implementation cycle, the project monitored progress in the outcomes on the basis of adaptive management and monitoring and evaluation procedures.. (*Figure. 4. Project Baseline Indicators*)

2.1.4. Project geography coverage

The project is implemented in 4 Woredas in 4 Regions of Ethiopia (i.e. Benishangul Gumuz Region, Gambela Region, Oromiya Region, Tigray Region) and 2 urban Woredas in Addis Ababa City Administration. At each Woreda and Kebele, the project interventions were researched and tested to demonstrate the integrated adaptation process and actions.

Map indicating the Project Location in Ethiopia

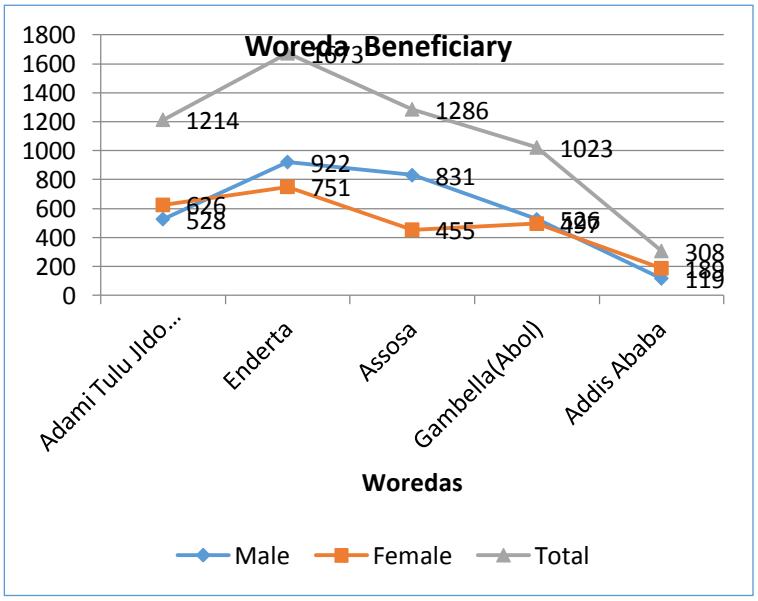


The four Regions and the 4 Woredas represent a range of farming systems, levels of poverty and relative vulnerability to climate change. The selected Woredas represented prevailing challenges of climate change and variability, agro-ecological diversity represented in the Woreda , Woreda capacity for project implementation, and experience in community based environmental management , committed Woreda leadership and availability of supportive organization the University research centre . The project deals with implementation of adaptation actions in both urban (Woredas) and rural (Kebele) which offer valuable experience for replication of the project's outcomes in both rural and urban Ethiopia. It presents opportunities for synergies between the rural (Kebele) and urban (Woreda) areas as piloted evidence suggests the dynamic between urban and rural areas is growing. Urban Woredas creating opportunities for livelihood diversification in rural Kebeles, whilst rural Kebele hinterlands provide natural and human resources to feed urban growth.

2.1.5. Project Beneficiaries

In each of the 4 Woredas and 2 urban Woredas in the Addis Ababa City Administration, the project worked in 2 Kebeles (communities) targeting approximately 5000 farming households of whom 45% are women farmers. (*Figure.5 Woreda Beneficiary)*

The project addressed key vulnerable sectors: agriculture, livestock, natural resources, water, environment and energy. The criteria for selecting 8 Kebeles in 4 Woredas included variability in climate parameters, willingness of the community to engage in community based environmental management activities and accessibility. The Kebeles represented the agro-ecology zones (Kola, Woyinadega and Dega), community's traditional institutions, a Kebele Council Training on adaptation techniques was provided to 1275 farmers in first year, 2550 farmers in second year and 1275 farmers in third year. The project supported 40 farmer self-help groups with the "farmer-to-farmer adoption" method. The farmers implemented their community's adaptation priorities (agriculture/crop production, animal husbandry, water, human development, energy). About 1250 hectares of farm plots of 0.25 ha of each plot established in 8 Kebeles to demonstrate the organic agricultural practices. The project assisted the Woreda and Kebele administrations and the City Administration, to address adaptation needs in the context of meeting the community development objectives.



2.1.6 Executing Agency and Implementing Agency

The project has delivered effective and relevant adaptation measures demonstrated on the ground by using 5,307,885 USD from 2012-2016. The project has a co-financing endorsement that includes support from UNDP (300,000 USD) and in-kind support from the National Government of Ethiopia (359,520 USD). The project is guided by the provision laid out by the National Implementation Modality procedures. The Ministry of Environment, Forests and Climate Change (previously the Federal Environment Protection Authority), is the executing agency for this project. They have collaborated with the partners: Addis Ababa City Administration, Environment Protection Agency Regional offices in Oromiya, Tigray, Benishangul Gumuz and Gambella Regions; who are also the principal agencies who oversee this project. At the Woreda level the project is implemented through the Woreda and Kebele administration offices, Bureaus of

the relevant sectors- Environment and Landuse administration, Agriculture & Rural Development, Finance and Economic Development, Water Resource Development, Communication, Youth and Women Affairs, Regional Meteorology Branches, Regional Universities and its research centres. Kebele Administration, Woreda Bureau subject matter specialists and the Kebele Development Assistants (DAs) and farmer's self-help groups cooperatives/green enterprises in 8 rural Kebeles.

2.2 Problems that the project sought to address

The project implemented five critical adaptation issues: technology and adaptation process to diversify agricultural production, soil, land and water conservation that was identified by National Adaptation Plan for Action (NAPA), Ethiopia Programme of Adaptation to Climate Change (EPACC) and Climate Resilient Green Economy (CRGE) Strategy. The project piloted a set of comprehensive adaptation actions related to specific agro-ecology condition and community needs. The project has customized adaptation actions to specific local agro-ecology scenarios. At the selected 8 Kebeles, new adaptation techniques and traditional technologies are adopted to ensure key sectors of agriculture, livestock, and natural resources continue to yield productivity. These adaptation actions associated with technology are built on the natural resilience coping mechanism and innovativeness of the community. The project was implemented to integrate the national and sub-national development planning tools. The project has set up the institutional framework at the Woredas and Kebeles, for mainstreaming adaptation actions into the development planning mechanism. It has improved the existing planning tools to identify and implement adaptation plans robust enough for the development sectors to integrate adaptation actions. This project has provided a mechanism to develop, test and practically demonstrate the process for integrating adaptation actions. Furthermore, institutional capacity for Woreda and Kebele administrators and communities has been strengthened through trainings. Self-reliance and coping capacity of the community and institutional capacity of the administrators was built to continue the adaptive process.

Poverty reduction is the overarching policy objective of the five year Growth and Transformation plan I & II. The National plans are a governing instrument that guides and invests in development activities. The Growth and Transformation Plans II respond to the evident climate related impacts, such as droughts, floods, and related food security problems, through the National Climate Resilient Green Growth Strategy, the National Adaptation Programme of Action, the Ethiopian Programme of Adaptation to Climate Change, and the Disaster Risk Management Strategic Programme and Investment Framework. These National policies outline important decisions and measures that recognize National, Regional and International environmental interdependence, as Ethiopia is highly sensitive to climatic variability. This project is consistent with the policies that indicate actions for mainstreaming local planning process to include adaptation actions for environmental management and resource use. Co-opt the institutional system with existing traditional knowledge, research and learning to

incorporate both modern and traditional capacities and technologies that is consciously responding to adaptation actions.

2.3. Expected Results

The project design was evolved through a chain of strategies. An in-depth needs assessment including consultations with key stakeholders was conducted, followed by the pilot phase to test the applicability of the methodology. Full implementation of the project started in 2013. Subsequently, the institutional framework for implementation was set up through consultations with the implementing partners. The project relied on a consultative process to attain commitment from the Kebele Council, Woreda Administration, Bureaus of Sectors offices; Community and farmers led Self Help groups and Cooperatives, who were the main beneficiaries of this project. The components that drive the project to achieve the outcomes are:

- The project is participatory to involve the community (Kebele) who are likely to be affected by climate change. Their capacity for autonomous adaptation must be built.
- Regional and local level early warning forecast must be communicated, interpreted and used by community members.
- The variability in temperatures and rainfall will influence the human, animal and crop pests and diseases trends and likely to affect future agricultural production and livestock practices.
- The role of the natural environment becomes significant to enhance the ecosystem services and functions. The resource itself will require more effective management to enable it to adapt to the changing climate.
- The management of rain and fresh water in the agriculture, energy sectors and household level will become more important as the availability of this valuable resource becomes more unpredictable.
- The agricultural systems includes crop varieties and species, native to the agro-ecology zones, permits farmers to diversify their livelihoods.

The project aimed to pioneer a strategy that would promote efforts to support local communities and administrations at the sub-regional level to design and implement adaptation actions. The Autonomous Adaptation strategy was applied through a series of field testing exercises, demonstration and replications in the 4 Regions. The Expected Results at the end of the project are: (Annexure.4.)

Outcome 1:

Institutional capacities for coordinated climate-resilient planning and investment strengthened.

Expected Results to achieved at the end of the project

- Average CCA capacity scorecard rating of 3 across men and women in target Woredas
- At least two national programmes have mainstreamed climate change adaptation based on lessons learned from the project.
- At least four Woreda and one Regional development plan have been revised to incorporate climate change risks and opportunities

- 5000 subsistence farmers have adopted adaptation measures and climate resilient agricultural production has increased by 12.5% in target areas compared to baseline (1t/ha maize) and for adjusted for rainfall
- 4 Woreda and 1 Regional task teams have been trained in and use climate related vulnerability and risk assessments in an integrated area-based planning approach, Average CCA capacity score in the 4 Woreda and 1 Regional level is 3 for both men and women.
- Climate resilient investment strategies based on integrated climate resilient development plans are in place and attracting funding for 4 Woreda & 1 Regional areas.

Outcome 2:

Access to technologies and practices that improve the range and efficiency of adaptation options improved.

Expected Results to achieved at the end of the project

- 5000 subsistence farmers (83% male-headed, 17% female-headed) trained in and tested climate change resilience building techniques and practices, of which 35% of both male and female headed farming households, have adopted them permanently.
- 5 project task teams from 4 Woreda and 1 Regional administration have the capacity to transfer adaptation technologies with capacity score of 3

Outcome 3:

Capacity for community-based climate change adaptation improved.

Expected Results to achieved at the end of the project

- At least 25% of the men and 25% of the women in the target communities are using innovative mechanisms to insure against the inherent uncertainty of climate change
- Climate resilient agricultural production has increased by 12.5% in target areas compared to baseline (1t/ha maize) and for adjusted for rainfall.

3. TERMINAL EVALUATION FINDINGS

3.1 Project Design / Formulation

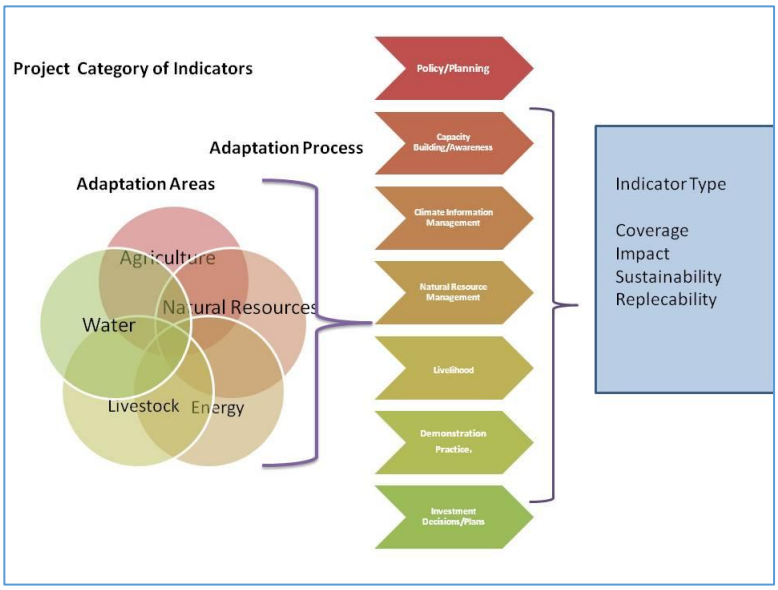
The evaluation found evidences of gradual mainstreaming of adaptation concepts and measures in context of rural and urban community's priorities. In particular, the objectives of the project highlighted two main concerns–*i)* support local communities and existing administrations at the lowest level of government to successfully deliver immediate and long-term adaptation actions in key vulnerable sectors (agriculture and livestock, natural resources, water, soil, land, forests, and energy and *ii*) communities across Ethiopia need to take ownership and responsibility for appropriate action to build resilience by partnering with governments institutions who are dedicated to support the community. The project was designed to be aligned to the approach of demonstration, learning and scale-up. The project emphasised the importance of mainstreaming adaptation actions into existing policies and strategies. The project has performed well within the time frame (2012-2016) by building the capacity for autonomous adaptation. The three Outcomes with a set of complementary outputs have tested the integrated adaptation options. The project's concept and strategy factored in to support the farming households (men and women farmers) in the community (based on their roles, access to resources, social networks and information). The project provided adaptation options to the farmers, for combining agricultural and land husbandry technology that have adaptation value with risk reducing measures (like crop insurance). The project was planned on three strategies: i) planning-related capacity development to accelerate pro-poor economic growth, ii) apply new technologies, with traditional technologies to build the capacity of small scale enterprises within a value-chain approach*, iii)* participatory involvement of community and planning-related capacity development for autonomous adaptation. The project delivered key adaptation components based on three strategies of the project:

- Integrated Planning and Extension Capacity- Within the existing sectoral planning and implementation perspective a multi-disciplinary integrated planning process was adopted to diversify adaptation efforts into key sectors of the economy.
- Woreda Rural and Urban Planning Capacity-. Building institutional capacity for cross-sectoral planning and implementation at Woreda level in context of rural and urban scale. Created horizontal linkages between existing sectors and prioritized where the investment is needed firstly to be cost effective and maximise future resilience.
- Increase subsistence basis of agricultural productivity-small land holding farmers at Kebeles were trained and advised to adopt agricultural techniques, access to markets, crop insurance and downscaled seasonal based weather information, reduce operation costs with improved production technologies and irrigation methods.
- Access to weather based index insurance for crops- supported small land holding farmers to access to short-term seasonal credit for crop inputs and insurance for the crop sowing period. Famers technically supported with demonstrated evidence to adopt new technologies.

- Promoting gender equity-farmer's self help groups (men and women) have greater equity of participation in land use decision-making, control over the benefits of agricultural production (i.e. household decisions to sell or retain surplus production, and the use of income generated from sales). Farmers shared household decisions to implement soil and water conservation measures as well intercropping options to protect the natural resources and regulate its management.

3.1.2. Analysis of LFA/Results Framework

The project was designed to monitor the outcomes and outputs that were directly attributable to implementation of the adaptation process. The defined outcome level indicators are consistent with selected qualitative and quantitative indicators set out in the GEF LDCF/SCCF Results based Management Framework. The indicators for three outcomes summarise the qualitatively and quantitatively progress for advocating the adaptation phenomenon. The project defined baseline data to show the adaptation scenarios, prior to implementation. The baseline data included a vulnerability baseline (exposure-response relationships), a climate risk baseline (projections of climate scenarios) and an adaptive capacity baseline (institutional and community function capacity), adaptation policy baseline (relevant policies to cope with current climate variability). The project was monitored in accordance to the project Results Framework with indicators, used as a means of verification and benchmarks that characterized the adaptation process and results achieved by the project. Outcome based indicators was disaggregated by gender. The project adopted four categories of indicators: coverage, impact, sustainability and replicability. These categories of indicators measured the outcomes of the adaptation practices and process implemented by the project in key sectors and priority areas for adaptation. (*Figure.6.* Project Category of indicators.*)* For Outcome 1 the indicators 1 & 3 measures coverage, impact and replicability and indicator 2 measures impact and sustainability. For Outcome 2 the indicator 1 measures the coverage and impact and indicator 2 measures impact and sustainability, Outcome 3 indicator 1 measures coverage and replicability. In order to assess adaptation progress the project used alternative/process indicators for measuring 'reduced vulnerability' and 'increased capacity'.



3.1.3. Assumptions and Risks

The project assumptions and risks were well articulated in the project documents. The Ethiopian Government remains committed to implement the baseline adaptation activities and take forward the strategy for a climate resilient green economy. The MoFECC, EPA and participating sector Ministries/Bureaus at the Woredas remain committed to the realisation of cross-sectoral collaboration in climate change planning, and implementation of adaptation measures. The selected Kebeles are best placed to demonstrate the benefits of the measures created to adapt to climate change. The policy priority is not overshadowed by other emergency matters such as humanitarian disasters.

The evaluation found that the key assumptions stated by the project have helped the complete the implementation cycle. And the Government of Ethiopia extended its undivided commitment throughout the implementing cycle. Though there were delays in the initial part of 2012 to start the baseline activities, the Ministry of Environment, Forests and Climate Change, took keen interest in the completion of the project. The participating Regional Environment Protection Authority in the 4 Regions, Sector Ministries: Ministry of Finance and Economic Development, Ministry of Water, Irrigation & Electricity, the National Meteorological Agency, and the Ministry of Agriculture have remained committed to realise cross-sectoral collaboration in planning and implementing adaptation actions. Since the project did not define the role of the Regions in the project, coordination with the Regional Administration has been limited to its representation by the Regional counterparts of the Environment Protection Authority at the National Steering Committee. The priorities of the existing national policies currently in operation (to cope with current climate shocks) were not overshadowed by the emergency caused by the 2015 drought, and the 2016 flood which was caused by the El Nino variability effect. Rather the national policies activated the key Sub-National level policy based plans s for the Woredas and Kebeles to integrate adaptation concerns into the existing planning process. The project was supported by Technical Experts drawn from Sector Bureaus including sub-national planners and development assistances to train government staff and farmers. The project could not find suitable adaptation practitioners, certified experts and researchers for designing the insurance index and GIS modelling for the appropriate duration, and expert advice

3.1.4. Lessons from other relevant projects and Linkages between project and other interventions within the sector

The multi-lateral agencies and bilateral donors support a range of projects and initiatives in Ethiopia, which included adaptation to climate related problems. This project complements these parallel projects but has not been considered for co-financing. This project, builds on other ongoing programmes/projects that are of relevance to this project namely: FAO's Crop Diversification and Marketing Project and Grazing Land Management Project (US$4million) which contributes to NAPA priority actions. The European Union, through the Global Climate Change Alliance (GCCA) aims to support transport and infrastructure development through the French development agency (AFD) in Addis Ababa and build institutional capacity. The World Food Programme is involved in soil and water

conservation initiatives (knows as MERET) that are a Food for Assets approach focusing on managing environmental resources to increase food productivity among food insecure communities. UR-ADAPT Project is implemented in two cities in Africa (Accra (Ghana) and Addis Ababa) to build resilience for climate change through improved and integrated urban water management. The GFDRR project contributes the development of an early warning system based on a simple Water Balance Model as a basis of contingency financing.

3.1.5. Planned Stakeholder participation

The project design was formulated as a result of extensive stakeholder consultations. The relevant stakeholders were selected based on the relevant mandate, administrative role and work of each organisation involved in climate change related actions at the national level. The stakeholders included:, Federal Environmental Protection Agency, Addis Ababa City Administration Environmental Protection Authority, Ethiopian Development Research Institute, Ministry of Agriculture and Rural Development, Ministry of Water Resources, National Meteorological Service Agency, Ministry for Finance and Economic Development, and Ethiopian Institute for Agricultural Research. Within the selected Regional States, the Bureaus of the relevant sectoral decentralised to function in the Woredas and Kebele (lowest administrative unit) l are engaged in the project, in accord to the responsibility for implementing the adaptation plans that respond to national priorities within the context of regional realities. At the inception phase of the project, stakeholder involvement was required for the initial stages of project scoping, development of the implementation plan. It was necessary for the project to have the interest and commitment of government organisations, bilateral agencies and United Nations Agencies. This helped the project work on the same thematic area and to share data, analytical capabilities, and insights to understand relevant problems that contributed directly to the project. The project was formulated as a result of an extensive consultation and cross-sectoral co-operation and involvement between stakeholders. The project had rolled out a multi-stakeholder partnership arrangement that defined clear roles and responsibilities that were negotiated in 2010 at the inception workshop and the first national steering committee meeting. Members from MOA, MOWE, NMA and EPA were nominated for the national technical taskforce. This taskforce was responsible to technically advise the Regions on the field survey, the PPG baseline assessments of Woredas and selected Kebeles, reviewed the GEF FSP proposal and validated at the national stakeholders workshop (July 2010).

3.1.6. Replication and Scale Up approach

Replication is one of the central aims of this project. The pilot interventions were successful in building capacity for applying the integrated adaptation plans in 8 Kebeles that span across four agro-ecology zones. The practical demonstration of the integrated adaptation measures were developed in considering the Regions agro-ecological zones. The integrated adaptation interventions aimed to enable, institutions and communities to achieve their development needs, and decrease vulnerability to the adverse effects of a changing climate. Adaptation is a process of continual adjustment which, seeks to

support scale-up and replication of the adaptation methods. All three outcomes of the project enabled the socio-economic and environmental goals to be achieved, despite the challenge posed by a changing climate trends. The integrated adaptation approach piloted by the project complements the adaptation techniques and practices. The achieved outcomes extends lesson learnt from the project to other Woredas and Kebeles that were not covered by the project. The project design and approach has developed Kebele specific adaptation measures that enable farmer-to-farmer lateral exchange an adoption within the integrated adaptation framework and sector specific development plan. Within this framework sector based development plan, was prepared by the project. This investment strategy will be used for a scaled-up replication of the project's outcomes. These investment strategies facilitate low-cost replication and local modification of technology transfer to suit the local environment and agro-ecological zones. The project has promoted urban adaptation plans, by developing the Addis Ababa Green Growth investment plan. This document is used for sharing lessons with other cities in the Country. The project has prepared the Woreda level investment plan to promote autonomous adaptation representing agro-ecological zones in the country. And draws support from partners and stakeholders to fund and replicate the project in the proposed 150 Woredas across 9 Regions in Ethiopia.

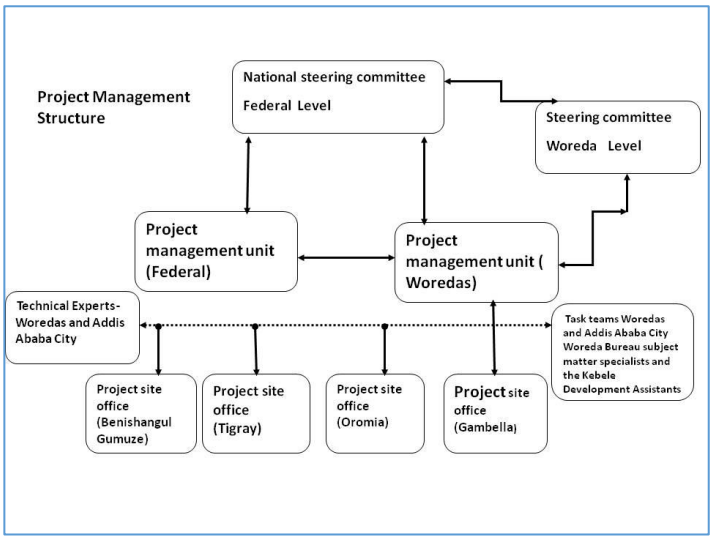
3.1.7. UNDP Comparative Advantage

The Project is linked to the priorities of the UNDP Country Programme Action Plan (2008-2011 and 2012-2015). This Plan supports to coordinate adaptation measures that offers food and nutrition security and sustain livelihoods of vulnerable communities by enhancing their physical, human and social assets. UNDP through the Country Programme thematic approach supports this project to target and integrate the adaptation planning process into the sectors aligned with the Millennium Development Goals. UNDP's partnership with this project promotes pro-growth adaptation that encourages climate-resilient livelihoods and sustainable development. It supports the National Government to mainstream the development plans and operate adaptation actions aligned to the National Climate Resilient Green Growth Strategy, the National Adaptation Programme of Action, and the Ethiopian Programme of Adaptation to Climate Change, the Disaster Risk Management Strategic Programme and Investment Framework. Through the project, UNDP supports the National Government of Ethiopia to ensure a smooth transition between humanitarian responses and longer-term development. Through the project UNDP has been able to build capacity of the national and sub-national institutions and communities to systematically reduce climate induced risk by improving food security, early warning dissemination mechanism and risk insurance for farmers. Through this project, UNDP was able to work and advocate the integrated adaptation planning process in partnership with the Woreda and Kebele Administration. UNDP assisted this project to pilot the interventions that scale's up Ethiopia development vision to build a climate resilient and green economy. UNDP is working with the project partners at the national and sub-national level, by co-financing the projecs to strengthen capacities of the government's Woreda

and Kebele institutions to deliver key services to the community (*such as agricultural production, natural resource management, water resources, livelihood support, access to climate related risk insurance, finance and technology and information)*.

3.1.8. Management arrangements

The project is implemented as per the National Execution modality procedures. The implementing partners are -the Federal Environmental Protection Authority and Addis Ababa City Administration and the regional Environmental Protection Authority in the Regions-Oromia, Tigray, Benishangul Gumuze and Gambella (*Figure.7. Project Management Structure*). The Responsible Partner are the Addis Ababa Environmental Protection Authority, and Regional Environmental Protection Authority and Woreda Administration in the four selected Woredas, and two Woredas in the City of Addis Ababa. In 2014-2015 the Federal Environment Protection Authority, as the executing agency for the project, was transferred to the Ministry of Environment, Forest and Climate Change.



At the Federal level the project is guided by the National Steering Committee and is chaired by the Ministry of Environment, Forests and Climate Change. The committee includes members representing UNDP, Ministry of Finance and Economic Development, Ministry of Water, Irrigation and Electricity, National Meteorological Agency, Ministry of Agriculture. At the Woreda level, the project is managed, monitored and evaluated by the Steering Committee, chaired by the Chief Woreda Administrator, with members representing the sectors (*Land and Environment Protection Office, Agriculture & Rural Development, Finance and Economic Development, Water Resource Development, Communication, Youth and Women Affairs, Regional Meteorology Branches, University's research centres).* Task Teams are formed with Regional Bureau representatives, Woreda representatives and Kebele representatives and members of the Kebele communities to technically offer expertise to the project coordinators to implement and execute the project outputs for each Kebele. In Addis Ababa, the Task Team was formed at the Sub-city and City Administration to manage and implement the project outputs.

The Project Management Unit (PMU) is established at the Ministry of Environment, Forests and Climate Change, for the day to day coordination with the 4 Woredas, 8 Kebeles and 2 Woredas in the Addis Ababa City Administration. The PMU consists of a Project Manager, technical staff for Monitoring and Evaluation, Adaptation Expert, Accountant and support staff to operate the PMU. The Project Manager is responsible to coordinate the implementation procedures.

The relevant sub-national authorities at the Woreda level regularly interact with the PMU staff. The Project Site Management Units is established in four the Woreda Administration offices. Activities at each Woreda are coordinated by a Project Site Management Unit (PSMU) consisting of a Project Coordinator, and support staff (project finance officer). For 2 Woredas in the Addis Ababa City Administration, the Project Coordinator functions from the Federal Environment Protection Authority. The five Project Coordinators are responsible for the day to day affairs of the project, prepare work plans, maintain records of funds used, implement and deliver outputs according to work plans, prepare quarterly and annual reports and account for funds in a timely manner. The Coordinators mobilize support of the stakeholders and coordinate the project at the 8 Kebeles. The project coordinators are responsible to deliver the outputs of the project by working closely with the Woreda Bureau subject matter specialists, the Kebele Development Assistants (DAs) Kebele Chairman, Woreda Administrator and community members- farmer's self help groups.

3.2 Project Implementation

3.2.1. Adaptive management

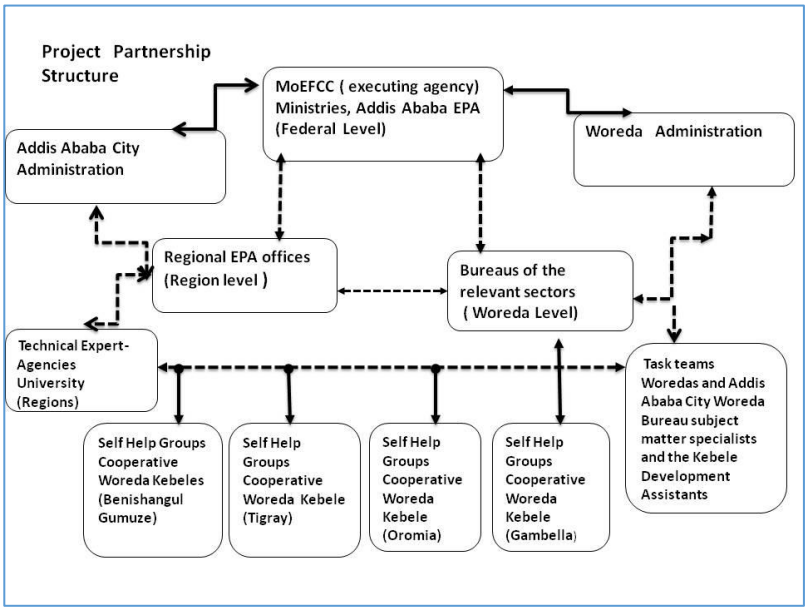
Overall Quality of Project Implementation/Execution is rated: Highly Satisfactory

The monitoring and evaluation plan was implemented to monitor performance of the outcomes defined by the project. The National and Woreda Project Management Units followed the monitoring and evaluation procedures. The Steering Committee Members and Task Teams at the Woredas conducted monitoring procedures by using the project result framework that defined indicators to measure progress and report achieved targets. The National and Woreda PMUs monitored progress and financial reporting requirements as per the work plan. The National PMU disbursed the fund, on the condition that all 4 Woredas and 2 Urban Woredas must complete its implementation cycle as per the work plan schedule for each quarter. The project coordinators prepared the Woredas level monitoring reports in Amharic language. Every quarter, the Monitoring officer and Project Manager translated the Woreda quarterly reports to prepare the Annual Reports, and circulated to the national steering committee members. The stakeholders at the National and Woreda Steering Committees played a critical role in monitoring the quality of the outputs delivered by the project. The committees evaluated the performance, improvement, accountability of the project staff, government staff and the community. The stakeholders actively participated in the project to coordinate the administrative process for implementing the outputs at the Woredas and Kebeles. At the Woreda level the Task Teams formed an accelerating committee to fast track the implementation of activities in those Woredas and Kebeles that did not complete its planned activities. At the Woreda and Kebele level Task Team members and technical experts from sector offices along with project coordinators added value to monitor progress with follow up actions and reported the completion of the outputs.

3.2.2. Partnership arrangements

During the implementation cycle the project established a partnership and coordination structure set up through a multi-stakeholder consultative process. The stakeholders of the project were involved during in regular implementation and monitoring reviews, as well as part of planning consultations.

(Figuer.8. Project Partnership Structure).



For executing the planned outputs the project in partnership engaged with researchers and practitioners, including experts from EIAR, EBA, ERHA and EAEDPC and the Regional Universities in Mekele University, Adama University and Addis Ababa University who conducted the trainings, tested and demonstrated the application of the adaptation techniques to the farmers. The project mobilized the in-house capacity of researchers and experts to be involved in the project for development of particular adaptation technology and techniques that support the implementation of the outputs. The project had conducted capacity building trainings with technical support from EBA, EIAR, and Farm African for livelihood tranings. The trainings and demonstration for cottage industry based technology was provided by Ethiopian Beekeepers Association and Ethiopian Rainwater Harvesting Association, Ethiopian Alternative Energy Development and Promotion Centre. Trainings on land management for pasture production, for water conservation, and for flood and erosion retention were technically supported by Farm Africa, Ethiopian Institute for Agricultural Research, ENDA, SEDA, and ILRI. Experts from Farm Africa, EWNRA, ENDA, SEDA, REST, provided trainings on improved environmental and natural resources management to combat the environmental and land degradation. In the four Woredas, the project established Task Teams formed with representatives from key sectors: health, agriculture, livestock, natural resources, water, environment and energy. At the Woreda administration, planning officials and Development Assistants from two Kebeles were part of the Task Team. These Task Teams provided support to implement the outputs related to adaptation measures in the each Kebeles. The regional Environmental Protection Authority offices acted as the conveners for these Task Teams. Woreda Bureau subject matter specialists and the Kebele Development Assistants (DAs) were the main resource persons to guide and support to the farmer's self-help groups. At the Urban Woreda level the Adds Ababa city administration Task Team, comprised of sectors and departments: Environment Protection Authority, energy, transport, water resources supply, water management, disaster risk management, planning office and the Mayor's Office. The Addis Ababa Environment Protection Authority office acted as convener for the Task Team. The project has an early warning data sharing protocol agreement between NMA and the Woreda and Kebele Administration for receiving the early warning bulletins with data that is displayed at the Climate Information Centres set up in each Kebele. These centres utilised the early warning weather bulletins and decadal weekly and monthly forecasts for local application in the agriculture, health sector and insurance of crops.

3.2.3. Feedback from M&E activities used for adaptive management

Overall quality of M&E is rated: Satisfactory

The process for monitoring and evaluation relied on active involvement of all partners, i.e. the Steering Committees at Federal and Woreda level and sector based Task Teams and Technical Experts at Kebeles. All partners collaborated to monitor implementation procedures and managed to verify the performance of the outputs and the process used for piloting the interventions at each Kebele. The National Steering Committee reviewed and assured the project has delivered the outcomes in accordance to the objectives that was articulated in the project

document. The committee in its project assurance role, stated the project did not deviate neither restructured its implementation plan. The project objectives and strategy determined by the overall ability of the project to show satisfactory progress to deliver the expected outcomes. The National Steering Committee approved the recommendations of the Mid-Term Review conducted in 2014. The project took immediate actions to improve the awareness generation activities by conducting trainings and workshops among the community leaders, community and sub-national (Woreda) officers. The project developed training manuals to be used for conducting re-fresher trainings for the Kebele and Woreda level government staff and community beneficiaries. The project has documented the Best Practices of the project during the second quarter of 2015 and is ready for publication. The project trained the Woreda Task Teams on basic GIS/RS application. However, the training modules did not cover specific GIS modelling topics. At the Kebele level, though there is a high turnover of Sector Development Assistants, they support the Task Team and have provided guidance to farmers to manage their farm lands. The sector based Development Assistants were fully involved in implementing the outputs related to construction of small scale water harvesting structures, setting up of small scale irrigation channels, installing solar pumps, demonstrating correct plantation techniques, selecting the right seed variety, setting up bee keeping hives, providing medical care for the livestock and operating climate information centres for farmers. The project is yet to roll out the data sharing exchange plan in order to have access to the Woreda .net data base. Woredas often faced delay in receiving funds to start the next quarter cycle, as other selected Woredas did not complete their cycle of implementation or reports of that quarter. The PMU ensures that the Woredas are on track per the work-plan schedule and disburses the funds appropriately for each quarter. The Project Implementation Reports prepared, during the implementation cycle, rated the project to be satisfactory in its performance. In order to measure progress of community capacity to adaptation measures in the targeted Woredas and Kebeles UNDPs Vulnerability Reduction Assessment (VRA) and score card for capacity development was used. The Terminal Evaluation team repeatedly enquired from the Project Team about the GEF Tracking tools, which was not made available by the Project Team at the time of evaluation for review.

3.2.4. Project Finance

Co-financing was confirmed at the time of endorsement, as the non-GEF project resource that was essential for meeting the project objectives, and directly contributes to the outcomes of the future project. At the endorsement phase the project had estimated 24,721,020 USD, a part of the underlying on-going projects and indicated new and additional funding secured for the project. During the implementation phase 515,399 USD was Co-financed by the UNDP and National Government of Ethiopia In-Kind (Government staff time and local running costs) to support the project. *(Table .3.*).

Co-financing Table.3.

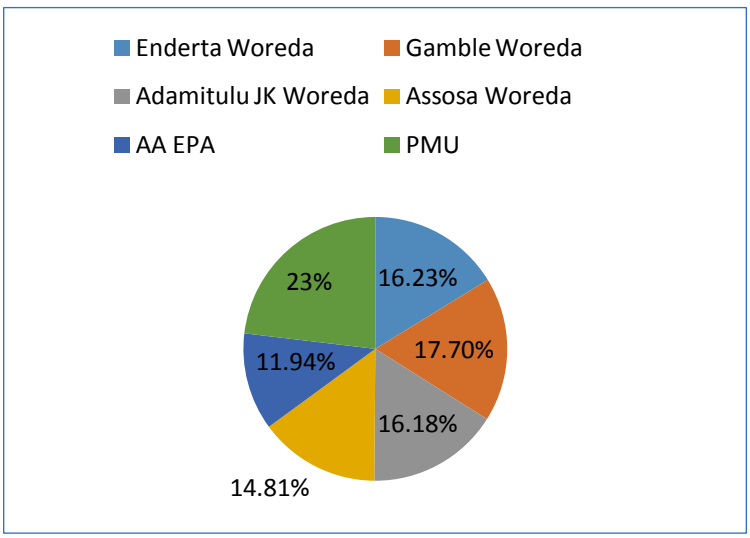
Co-financing (type)	UNDP own financing (mill. US$)		Government (mill. US$)		Total (mill. US$)	
	Planned	Actual*	Planned	Actual*	Planned	Actual*
Grants	300,000	227,783			300,000	227,783
Loans/Concessions	-	-	-	-	-	-
• In-kind support			359,520	287,616	359,520	287,616
• Other	-	-	-	-	-	-
Totals	300,000	227,783	359,520	287,616	659,520	515,399

**As of the time of the Terminal Evaluation. (Source of financial figure, PMU, PPA Project November 2016)*

This project has not co-financed specific activities with other projects. This project worked in parallel with a number of site based projects that are currently operating in the Ethiopia. During the implementation cycle the project relevant, expertise from the national government organisations- EIAR, EBA, ERHA and EAEDPC and the Regional Universities in Mekele University, Adama University and Addis Ababa University, Farm Africa, ENDA, SEDA, ILRI, REST, and in-kind support from the Woreda Administration, was utilised for practical implementation and cross learning.

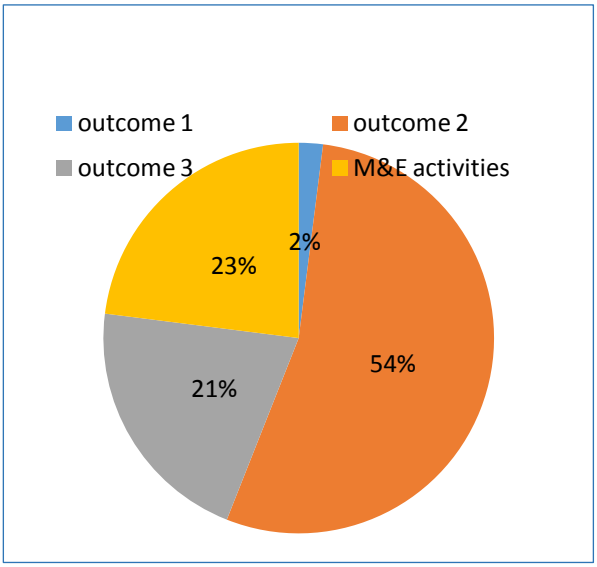
The Ministry of Finance and Economic Development provided the UNDP Country Office with certified periodic financial statements together with annual audits conducted in 2013, 2014, 2015 to be satisfactory. The financial statements are in accordance with the procedures set out in the Programming and Finance Manual. The audits were conducted as per the UNDP finance regulations, rules, and applicable audit policies. The National Steering Committee reviewed the budget as per the annual work plans and approved mandatory budget re-phasing as required and when necessary through UNDP to maintain the ATLAS budget. The National Steering Committee approved the annual work plans. The approved annual work plans with budgets is communicated to the Ministry of Finance and Economic Development and UNDP, as per programming rules set out in the Results Management Guidelines.

The project funded by the GEF**,** has a total budget of USD 5,307,885 million for four years. The selected four Woreads utilized the allocated grant of 5,307,885.00 USD for the implementing years from 2012 to 2016. As of 30th June, 2016, from the allocated grant the project has utilized 94% of the total grant to complete the work plans. At the 4 Woredas, the project was able to utilize $5,271,124.46 USD i.e.



64.94% of the grant (2012-2016). The grant was utilized by Enderta Woreda 861,863.55USD (16.23%), Gamble Woreda 939,398.37USD (17.70%), Adamitulu JK Woreda 859,211.78 USD (16.20%) and Assosa Woreda 786,252.02 USD (14.81%), Addis Ababa Environment Protection Authority 633,813.11USD (11.94%) and for PMU 1,227,355.17 USD. (*Figure.9.Woreda Level Grant Utilization for Implementation)*

To implement outcome 1 of the project in 4 Woredas the project expended 105,422.49USD. For outcome 2 of the project the Woredas utilized 2,846,407.21USD. For outcome 3 of the project, the 4 Woredas expended 1,106,936.14 USD. For M&E activities at Woreda level the project expended $ 1,212,358.63 USD (23.12% of budget for 4 Woredas). The project has showed no variances between planned and actual expenditures by the 4 Woredas, and have fully utilized the allocated budget from 2012-2016. (*Figure.10. Outcome based Grant Utilized for Implementation*)



3.2.5. Monitoring and Evaluation: Design at Entry and Implementation

- **M&E design at project start and implementation up is rated : Satisfactory**
- **M&E Plan Implementation is rated : Satisfactory**

A Project Inception Workshop was held in 2012 to spur the ownership for the project amongst stakeholders. At the inception workshop the first year annual work plan was prepared. The monitoring and evaluation plan was decentralized in nature. Following the inception workshop, workshops in each Region and Addis Ababa was organized to involve relevant Woreda, sub-cities and Kebeles, Administrations and ensured that relevant sectors are fully briefed to implement the project. At each Region the Woreda level work plans was prepared on an annual basis, to ensure the outcomes are delivered and the project is owned by the Woredas and Kebele administrations. At the Woreda Steering Committee meetings, Woreda level work plans were derived from the national level annul work plans that specified outputs for each implementation year, along with responsible actors involved for each Woreda and Kebele. The project monitored the priority adaptation areas of water resources, natural resource management, food security and agriculture-pastoral activities and energy needs. The monitoring including the capacity building needs for executing the community based adaptation, establishment of early warning networks to track and record weather events at Kebeles and climate information centres. The project adopted a monitoring method that reviewed performance of the project outputs against

current climate events that occurred in the Woredas during the implementation cycle. Compared the performance between the project selected Kebeles and similar Kebeles through demonstration of practical adaptation procedures. Assessed the outcomes based on the best practices that emerged from the project. The vulnerability and cost to benefit assessments was conducted. Vulnerability Reduction Assessments and Capacity Scorecard tracking tools was used during the project cycle to compare the vulnerability and adaptive capacity indicators. The result framework had designed indicators of outcomes, but did not specific indicators to measure the outputs. The results framework had quantitative indicators to particularly document the number of actions, products achieved and beneficiaries targeted. The project paid attention to monitor the changes in baselines targets and indicators as defined in the result framework. The project was monitored every quarter by the National Steering Committee and the Steering Committee at each Woreda. Based on the monitoring feedbacks the information was recorded on the Atlas–UNDP tacking platform. Project Progress Reports was generated by the Project Management Unit. The project generated Annual Project Review reports and Project Implementation Reports, as per UNDP and GEF reporting requirements. Periodic monitoring visits to sites were conducted by the project manager, UNDP CO and the UNDP GEF regional centre and other members of the National Steering Committee. The project underwent an independent Mid-Term Evaluation at the mid-point of implementation in 2014. The Mid-Term Evaluation determined progress being made toward the achievement of outcomes and identified mid- course corrections. During the implementation cycle, every year the project organized workshops for cross-Region learning with feedback from project management unit and stakeholders who shared their knowledge on performance, results and lessons learnt while the managing the project.

3.2.6 UNDP and Implementing Partners implementation, execution and operational coordination-

- **Overall Quality of Project Implementation/Execution is rated: Highly Satisfactory**
- **Implementing Agency Execution is rated : Highly Satisfactory**
- **Executing Agency Execution is rated Highly Satisfactory**

The UNDP country office in Ethiopia and the UNDP Regional Service Centre administers and coordinates the project at the national level. The Ministry of Finance and Economic Development in the Government of Ethiopia in principle is the approval agency to ensure timely disbursement of funds for the project. The UNDP county office conducted visits to project sites based on the agreed schedule in the Annual Work Plan to assess project progress. The Annual Project Report and Project Implementation Report combine both the UNDP and GEF reporting requirements. UNDP maintains the budget and the combined delivery reports on the ATLAS system. The Ministry of Environment, Forests and Climate Change, as the executing agency, collects the budget plan from each Woredas. On receiving the last quarter financial report for the implementation year from the Woredas, the year-end expenditure report is prepared and submitted to UNDP. The Combined Delivery Report prepared by UNDP is submitted to Ministry of

Environment, Forests and Climate Change for approval. The Combined Delivery Report is shared with the Ministry of Finance and Economic Development. UNDP provides support to the project for engaging project staff, and consultants who are required to execute the project activities.

National Execution modality was applied to this project. The Government of Ethiopia in principle is the approval agency to ensure timely execution and completion of the project. Ministry of Environment, Forest and Climate Change, chaired the steering committee at the federal level and oversaw operational and management approvals for the project. The project in 2012 was implemented through the Federal Environment Protection Authority (EPA) and its Regional offices and the Woreda administrations. These institutions were given the responsibility to coordinate the project. In 2013-2014 the Environment Protection Authority was amalgamated into the Ministry of Environment, Forest and Climate Change. However, Regional EPA offices and Woreda administrations continued to be responsible for implementing the project. At Woreda level the Chief Administrator is the chairperson of the Steering Committee, and provided management approvals to execute the planned outputs at Kebeles. The available practitioners, sub-national Bureau officers, development assistants, and researchers remained available during the project duration to support capacity building trainings for government staff and farmers.

3.3. PROJECT RESULTS

3.3.1 Overall results (attainment of objective)

The Terminal Evaluation analysed the Project Result Framework (delivery of outputs and outcomes measured by indicators) and the Outcomes-Impacts pathway (outputs converted to intermediate results and outcomes)

Overall Quality of Project Outcomes is rated: Highly Satisfactory

Outcome 1

Strategy	Outcome : 1	Drivers & Assumptions	Intermediate Results	Outcome
Planning-related capacity development to accelerate pro-poor economic growth	Institutional capacities for coordinated climate-resilient planning and investment strengthened. **Indicators** Number and type of targeted institutions with increased adaptive capacity to minimise exposure to climate vulnerability Capacity perception index, disaggregated by gender. Adaptation actions implemented in national/sub-national development frameworks	D: Alignment to National Strategies D: Institutional and Stakeholder Arrangements D: Legislative provisions A: political commitment A: cross-sectoral co-operation and involvement of stakeholders A:ministries and Bureaus to delegate relevant personnel	integrated area based planning process through: participatory assessment Vulnerability Risk Assessments agro-ecological assessments landscape level planning approache interpretation of spatial information climate scenario modelling & information based documents 4 Woreda and 1 Regional task team trained 4 Woreda & 1 Regional area Climate resilient investment strategies developed Cost-benefit assessments Climate Resilient Green Growth Strategy for Addis Ababa developed 4 Woreda level inter-sectoral adaptation plans integrated to , sector development plans.	Systemic improvement in institutional Competency. Administration at Regional and Woreda have revised sectoral plans with adaptation values through decentralised planning and decision-making processes Attract potential financial investment for implementing the adaptation and green growth plans that scale-up of the integrated adaptation approach.

Achievement of Outocme1: Highly Satisfactory

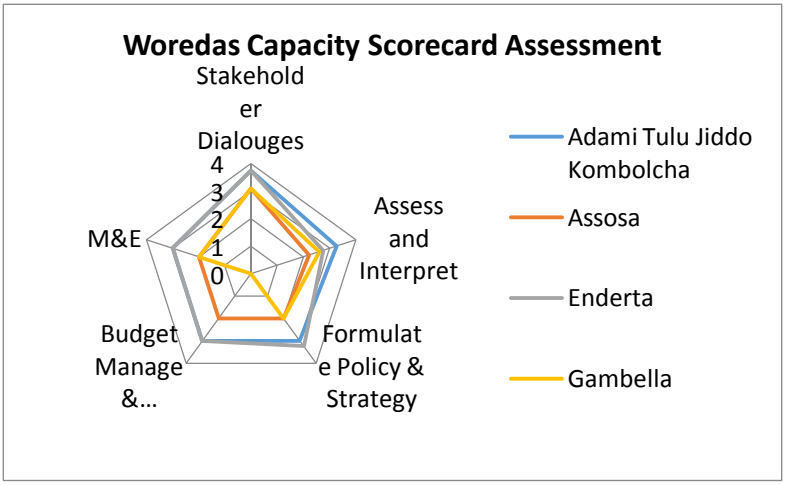
The project outcome was delivered to achieve the intermediate results. The outcome will continue its progress within the national and sub-national planning process with capacity to accelerate pro-adaptation actions across sectors and sub-national development plans.

Key Results: **Supporting National Frameworks on Adaptation**

The project was able to mainstream short to medium-term adaptation measures within the Woreda and Kebele governing institutional framework. The Woreda and Kebele institutional capacity to coordinate the preparation of sector plans was enhanced. The plans provided adaptation options for the community to adapt to technologies and practices. The Woreda and Kebele institutional capacity assisted the Kebeles (community) to sustain their natural resources and improve livelihood. The project's conceptual process was guided by the NAPA identified adaptation priorities.

Key Results: Multi-Sector Approach to mainstream Adaptation Capacity

The project was able to build the technical capacity of administrators, officers and representatives (trained 1,115 personnels 214 women and 901 men) in the Woreda and Kebele governing institutions. From the project CCA capacity scorecard assessment, technical capacity has improved from a score of 1.26 (in 2012) to a score of 3 (in 2016) (*Figure.11. Woredas Capacity Scorecard Assessment*). Through the project the Woreda governing institutions were able to regulate reforms in its planning process by mainstreaming adaptation measures into the Woreda Development plans. Revising Woreda's sector plans to include adaptation options as per each sectoral need. The Woreda adaptation plan for each sector has been endorsed by each Woreda Executive Committee. Climate Resilient Green Growth investment plan for Addis Ababa was prepared for the City Administration to mainstream adaptation actions into city planning and management. This plan was approved by the Mayor's Executive Council and was shared as a best practice at the International Mayor's Conference with other major cities.



Outcome: Sub-national (4 Woredas, 8 Kebele, and 2 Woredas in Addis Ababa Administration) institutional capacities strengthened to coordinate the planning process. The project improved the institutional functionality at the level of Regional, City, Woreda and Kebele by enhancing the ability to design, plan and deliver integrated adaptation plans. The target personnel were Woreda Administrators, Kebele Council, Bureau officers, Sector Specialists, Regional Executives. The capacity building trainings benefited the government personnel to improve their institutional and public service performance. The officials are more effective to plan and execute their duties more effectively, improving their awareness of social and gender considerations with respect to the community they serve. The 4 Woredas and Addis Ababa Administration developed a series of sub-national investment strategies. The integratedadaptation plans was linked to cross sectoral plans, used for future investment in adaptation priorities. The investment strategies took cognizant of the integrated adaptation value for sector specific interventions.

Outcome 2

Strategy	Outcome 2	Drivers & Assumptions	Intermediate Results	Outcome
Apply new technologies, with traditional technologies to build the capacity of small scale enterprises within a value-chain approach	Access to technologies and practices that improve the range and efficiency of adaptation options improved **Indicators** % of farmers adopting adaptation technologies, by technology type, disaggregated by gender. Strengthened capacity of extension agents to transfer appropriate adaptation technologies by capacity score	*D: Changing temperatures and rainfall on human, animal and crop pests and diseases trend to affect agricultural and economic production* *A:integrated adaptation packages tested are cost effective* *A:beneficiary communities to engage in community-wide adaptation actions* *A:training and field demonstration enables lateral extension and transfer of technologies*	Trained 5000 subsistence farmers (83% male-headed, 17% female-headed) Engaged with researchers and practitioners to test and apply the integrated adaptation method into farming systems through trainings and demonstration on farm plots. Kebele administration identified farmers self-help groups to pilot on 1,200 hectares of farm plots 35% of men and women headed farming households have adopted the tested techniques 5000 farmers self-help groups, access credit and saving association 4 Woreda and 1 Regional administration task team members have the capacity to transfer adaptation technologies with capacity score of 3	Improved household Income, increased environmental resilience capacity Behavioural changes to adopt new practices for conservation of agriculture, natural resources establishment of small scale irrigation system to grow drought resistant crop varieties
Achievement of Outcome2: Highly Satisfactory The project outcome was delivered. The results have produced secondary outcomes. The adaptation approach has been accepted by farmers at sub- regional level. Farmers have adopted new technology demonstrated on farm plots to sustain the subsistence dependent agricultural productivity.				

Key Results- Demonstrated transfer of traditional subsistence practices to adopt adaptation technology by the community

The project implemented Kebele specific outputs that considered the adaptation process to manage the environment, social and livelihood assets. The project piloted the Weather Index Based Crop Insurance mechanism for 8 rural Kebeles. The beneficiaries who are about 46% men, 31% women farmers were covered by the insurance mechanism that is based on variability of rainfall between sowing and harvest seasons. Among the beneficiaries, about 1,840 farmers (1,104 men, 736 women) were supported by the project to pay the insurance coverage amount (400 to 500 Birr per individual farmer). Among the 1,840 famers about 1,403 farmers obtained their insurance pay outs (2,622,386.00 Birr) from two

insurance companies, for the sowing and harvest season in 2015. The National Meteorological Agency (NMA) supported the project to simplify the weather forecast information by setting Automatic Weather Stations. NMA trained 1,269 community members (536 women and 733 men) in each of the selected Kebeles. These trainings educated 42.88 % women and 58.64 % men to effectively use early warning and climate information to get ready for the sowing and harvest seasons. NMA shared the weekly, monthly, seasonal (decadal) forecast weather bulletins and projected climate trends translated in Amharic and other native languages. These bulletins displayed at the climate information centres are used by farmers, the Development Agents of Woreda and Kebele Administrations. With the awareness to combat changing precipitation frequency, water scarcity and food security pattern, the beneficiaries have achieved an estimated growth of 100 % in agriculture productivity covering 1,800 hectares of farm land. The project targeted 3885 farmers (2,314 men & 1,571 women) in 8 Kebeles for the cropping seasons in 2015 and 2016. The project trained about 3,885 farmers (2,314 men & 1,571 women) to practice soil-moisture conservation for agricultural needs on 1,800 hectares of farm land for the crop season in 2015 and 2016. The project supported trainings for about 5043 farmers (2,674 men, 2,369 women) and was able to adapt to five different agricultural based technologies. Farmers adapted better water management practices to irrigate farms under the existing water scarcity scenarios. The project supported the farmers to construct small scale irrigation systems that included rain water harvesting structures, community ponds, divert surface water streams and ground water to reservoirs and overhead-tanks. These small scale irrigation systems were installed with solar powered pump sets, operated to irrigate farm lands. Through drip irrigation the farm's soil moisture is maintained during the sowing and growing period. These trained farmers practically used these new adaptive techniques to cultivate about 1,200 hectares of farm land in 2015 and 2016. About 5,000 subsistence farmers were able to increase their agriculture productivity by 12.5 % (growing maize, teff, vegetables, and fruits). The project benefited about 5,590 famers (3,020 (55%) men & 2,570 women (45%) in 8 Kebeles, to change their agriculture production techniques from their traditional rain-fed subsistence farming practices. Farmers are able to sell harvested crops at the local markets, still having enough for self consumption. Farmers in the 8 selected Kebeles were able to generate income of about 20,274,392.00 Birr, by growing and selling vegetables (tomatoes, onion, okra, beans, carrots, sweet potatoes, fruits- banana, papaya, and mango), Maringa medical plant. By rearing native livestock (cows, goats, chicken and bees), farmers produced dairy products, meat and honey and fabricated improved stoves for household use.

Outcome: Access to technology improved the adaptation options. Through skill based trainings changes in farmers awareness, knowledge and attitude was achieved. The impacts of the adaptation measures built the capacity of the farmer's self-help groups to manage communal resources and rehabilitate the natural resources by regulating local rules of the Kebeles. Secured men and women farmer's equity in adapting conservation practices and accessing small scale irrigation systems that operate on solar energy. Adopted drought resistant iintercropping farming practices. Farmers learnt to diversify their income by

integrating land, soil and moisture conservation practices to their farming and livestock activities. Decided to benefit from agricultural production i.e. household decisions to sell or retain surplus crop production, and the use of income generated from sales to build houses. The community has understood the co-relation between climate information and weather index to secure the sowed crop and its harvest. The farmers had access to drought resistant seed varieties and small scale irrigation facilities powered by solar energy to water farm plots. The crops were insured from risks of projected rainfall deficiency. During the implementation cycle in 2015, Ethiopia had faced drought conditions from April to December. The selected 4 Woredas and 8 Kebeles showed resilient capacity by supporting other Kebeles with harvested crops (maize, teff). These selected 8 Kebeles showed their coping mechanism during the drought period and were not part of the drought assistance programme offered by the Regional government.

Outcome 3

Strategy	Outcome 3	Drivers & Assumptions	Intermediate Results	Outcome
Participatory involvement of community Planning-related capacity development for autonomous adaptation	Capacity for community-based climate change adaptation improved **Indicators** % of targeted population covered by innovative insurance mechanisms, disaggregated by gender.	*D: community based key priorities for adaptation A:Data sharing protocols A: Formal risk reducing micro-financing*	Improved weather monitoring by establishing automated meteorological monitoring stations at 8 Kebeles. climate information centres established in 8 Kebeles to display information required by farmers. 25% of men and 25% of the women in 8 Kebeles tested innovative mechanisms. Refined the design of the informal rotating saving and credit schemes with organised formal crop insurance for farmers. Agricultural production has increased by 12.5% in target Kebeles Annual conferences held in each Region to draw implementation experience from the pilot Woredas and from other Woredas are invited to share experience and future planning approaches	Improving societal awareness and preparedness Improved household Income allow farmers to diversify their livelihoods Enhance ecosystem functions and services improved through natural resource management

Achievement of Outcome 3: Highly Satisfactory

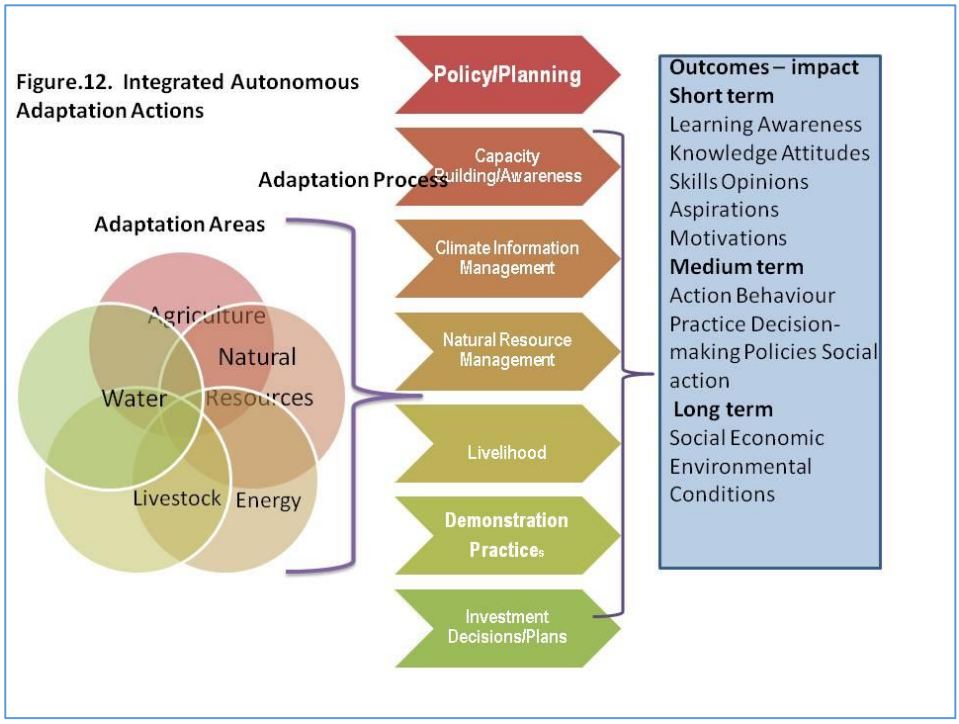
The project outcome was delivered. The results have produced secondary outcomes. Interventions were demonstrated on farm plots in Kebele specific agro-ecology zones. The integrated adaptation approach set up by the project will continue its replication through lateral farmer to farmer exchange of knowledge. The natural resources are conserved by adopting traditional communal rules and agro-forestry management Additionally farmers are able to change their income-earning capabilities and gradually shift in household level gender equity relationships.

Key Results: Strengthening adaptive capacity

The project was able to influence the community in 4 Woredas, 8 rural Kebele administrations and 2 urban Woredas in the Addis Ababa City Administration. The community participated to reform the communal as well as the governing institutional capacity to regulate a process for planning adaptation actions. The

project provided capacity building trainings (e.g. workshops, seminars) to create the initial awareness and practical application of technology (e.g. subject-sector specific training--agriculture techniques supporting livelihood and water and land management). Through the project 736 personnel (140 women & 596 men) from the Woreda and Kebele Administration were trained on technical adaptation themes. The project has supported the Woredas and Kebeles administration to design and implement adaptation actions in context of the Woreda's sectoral development plans. The initial assessment of the existing institutional adaptive capacity was rated 1.26 across the institutional capacity. After the project trained the administrative personnel on adaptation themes the adaptive capacity scorecard rating has increased to an average of 3 in targeted Woredas for both men and women.

Key Results: Autonomous Adaptation Model demonstrated by the project (*Figure 12: Integrated Autonomous Adaptation Actions*):



Reduced dependence on rainfed agriculture and improved crop production- 246 farmers adopted organic agriculture practices through water harvesting technologies. About 1200 hectares of farm plot is irrigated by small scale irrigation facilities powered by solar pumps. 1618 famers benefit from new seed varieties. Famers earned 5,986,950 ETB by using inter-cropping techniques that is drought resistance.

Promote livelihoods-2970 famers adopted improved animal husbandry practices (403 farmers practice oxen fattening, 748 famers own cow for dairy production, 768 famers rare sheep and goats).

Improved market value of farm production- 1321 farmers have irrigated vegetables and cash crop. Farmers earned 4,638,867 ETB from sale of vegetables and fruits. 373 farmers harvested honey and wax and have earned 361,680 ETB. 359 famers use improved stoves with compost brikets, produced by 30 famers and have earned 181,550 ETB.

Improve natural resource and land management- through agro-forestry trees are planted on rangeland to stop erosion and retain soil fertility. About 312 hectares of forest and pastureland was enclosed and declared 'no entry' for livestock and

human activity. Additional 800 hectare of forest area is protected and restricted for cutting trees.

Access to Climate Information- 584 (311 men and 273 women farmers) and 46 Woreda Planning Officers and 35 Development Assistance were trained to use climate information for adopting better sowing and cropping practices. Establish 4 Woreda level automatic weather stations to provide 8 Kebele Climate Information Centres with agro-ecology –climate forecast and bulletins.

Climate risk reducing finance tested-Weather Index based crop insurance schemes was designed and piloted to benefit 1840 farmers with premium cost to insure sowed crops. 1403 famers purchased crop insurance and received 2,622,386 ETB as insurance payouts. 370 farmers have used the insurance payout amount to build flat roofed houses in addition to circular roofed traditional house built of dry grass.

Outcome: Behavioural practice and decision-making capacity improved to implement community-based adaptation actions. The project built on the existing traditional regulations in the Kebeles to manage the communal resources, and bridge the gaps between men and women farmer's differential asset holding ability. Tested and organized a collective micro-insurance and finance arrangement and savings schemes that provided advice to farmers on alternative production practices, access to newer adaptation techniques that allowed farmers to add value to their livelihoods.

3.3.2 Relevance

Relevance is rated: Relevant

The project has improved the adaptation options by demonstrating interventions to the farmers in 4 Woredas, 8 rural Kebeles and 2 urban Woredas. The project has directly trained 5043 farmers, 45% of which are women. By building the capacity of the sub-national governing authorities (Woreda Administration), the Administrations have been able to integrated sector wise development plans that are compatible with adaptation actions. By building the Woreda and Kebele institutional capacity this project has piloted a way forward for adaptation actions to be incorporated into sub-national development plans. At the same time, the project has dealt with implementation of adaptation actions in both urban Woredas and rural Kebeles, which offer valuable experience for replication of the project's outcomes in other urban Woredas and rural Kebeles in Ethiopia. The project has showcased opportunities for synergies between the urban and rural livelihood and market linkages. The project demonstrated on ground, the sector-specific and Kebele specific adaptation options with costs that can be compared for urban and rural community. The cost-benefit and risk return approaches implemented by the project provides a case of good practices to the national adaptation plan. The project has shown a method for piloting cross-sectoral integrated plans. The project was able to influence the national climate resilient adaptation programme holistically by taking into consideration both rural and urban communities.

GEF funded this project in order to support the pilot demonstration of adaptation assessment, planning and practical application of actions that addressed the community's needs. Through the project, GEF coordinated with

the National Government to scale up adaptation actions at the National, Regional and Sub-National level and to catalyze climate-resilient development in vulnerable sectors. GEF in particular, had financed this project to address the immediate adaptation needs of the community. The priority areas that needed adaptation intervention were directly implemented on the ground at the community level. Moreover, the Government of Ethiopia via its National Adaptation Programme of Action, had determined specific community based adaptation priorities that related to water resource, natural resources, food security and agriculture, health, early warning for disaster preparedness and risk management. The adaptation measures piloted and financed under this project, illustrated the value of the GEF Strategic Objective and Programme to integrate cross focal area approaches in natural resources, food security, water resources, and opportunities sought to link climate change adaptation measures with needed sector reforms and policy planning approaches.

3.3.3. Effectiveness & Efficiency

Effectiveness is rated: Highly Satisfactory

The project has satisfactorily implemented and completed all planned activities in the selected Woredas and Kebeles. The outcomes of the project were implemented as per the annual work plans prepared from 2012 to 2016 and the delivere rate is high. The Project Management Unit has put in all effort to have ensured that all the outputs and funds are utilised by the Woredas to maximize the sustainability of the project. The National and Woreda Steering Committees have played a key role in guiding the project team to implementation work plans and to be accomplished. Throughout the implementation cycle, the National and Woreda Steering Committees have met regularly (quarterly and half-yearly) and provided advice and guidance. Technically the Steering Committee members have provided sector specific expert advice to solve implementation issues at the Kebele level including management and procurement concerns. For this project, management of risks has been one of the strong points. At each Woreda the Steering Committee is supported by the Task Team members representing sector offices, who have provided suitable guidance to the project coordinators to manage issues of community participation, monitoring progress, accelerate practical demonstration, trainings and application of pilot interventions. During the drought phase in 2015, the project used this opportunity to advocate the influence of the project during real time drought conditions. The results of the project have been documented into best practices and case study publications. The PMU staff at the National and Project Site along with project coordinators played an efficient role in conducting daily, weekly field visits and discussions with communities and closely monitored monthly progress to review adaptive management concerns with the Woreda Administration.

Efficiency is rated: Highly Satisfactory

The project results have been delivered within the grant. As of 30 June, 2016 per the approved work plan, the project utilized 94% of the total grant. The implementation progress of this project has been rated Highly Satisfactory. The

project at the Woreda level has conducted cost benefit studies to assess the formal and informal financial risk management. This study focuses on the cost to farmers and risk–return approach. The selected Woreda's Technical and Task Team members of the Woreda Bureaus and sector departments annually prepared the cost-benefit document that reviewed Kebele specific adaptation approaches and cost for implementing each output interlinked to adaptation intervention. The cost-benefit document guided the project team to prepare the work plan and prioritize the budget. Based on the cost-benefit document, the Woreda Steering Committee approved the work plan and budget. They submitted the work plan to the PMU to prepare annual work plan, that was strictly followed during the project cycle.

3.3.4. Country ownership and Mainstreaming

The project strategy has its origin within the relevant national policies (CRGES, NAPA, EPACC, DRMSPIF), and development plans of the Growth and Transformation Plan I &II. Outcomes from the project have been incorporated as a case study for the revision of the NAPA. The relevant indicators used by this project have been incorporated into the check list of indicators used by the Ministry of Environment, Forest and Climate Change to mainstream the adaptation mechanism within other line-ministries adaptation action plans and sector plans. This also contributes into the Growth and Transformation Plan II while responding to needs of climate change adaptation and green growth national development. The Ministry of Environment, Forest and Climate Change have shared cases of good adaptation interventions successfully piloted by this project, to the Inter-Ministerial Committee headed by the Deputy Prime Minister. The Ministry of Environment, Forest, and Climate Change is the executing agency for this project. The project National Steering Committee is headed by the State Minister of the Ministry, Honourable Sir Kare Chawaicha, who is actively involved in the project and plays a key role in guiding the implementation team from a strategic point of view and ensures that the project maintains its main outcome and direction. The Addis Ababa city Climate Resilient Green Growth Investment Plan has been shared by the National Government at the World City's Mayor's conference. On the other hand, the Ministry of Water, Irrigation and Electricity has referred the project as an example of an integrated approach for implementing Climate Change adaptation actions at the Kebele level and will be referred by the Ministry's proposed project on "Green Village" that is the pipeline. Furthermore, it is an opportunity for the National Meteorological Agency (NMA) Ethiopia, to create Kebele level awareness in interpretation and use of meteorological data/information, as well as develop ownership in protecting and keeping Automatic Weather Stations installed at Kebeles. The National Meteorological Agency will collaborate with the Ministry of Environment, Forest and Climate Change to replicate this project in 150 Woreda's during it scale up phase, where NMA has its weather monitoring services and will be part of the Agency target to reach out to 700 Woredas across 9 Regions of Ethiopia. Furthermore, the project positively contributed to mainstream adaptation action in key vulnerable sectors- agriculture and livestock, natural resources, water, soil, land, forests and energy, identified in the Climate Resilient Green Growth Strategy

of Ethiopia (CRGE). Currently all the project Woredas have incorporated the climate change issues by developing Woreda level Climate Change Adaptation plans linked to the development plan and have begun implementation.

3.3.5. Sustainability

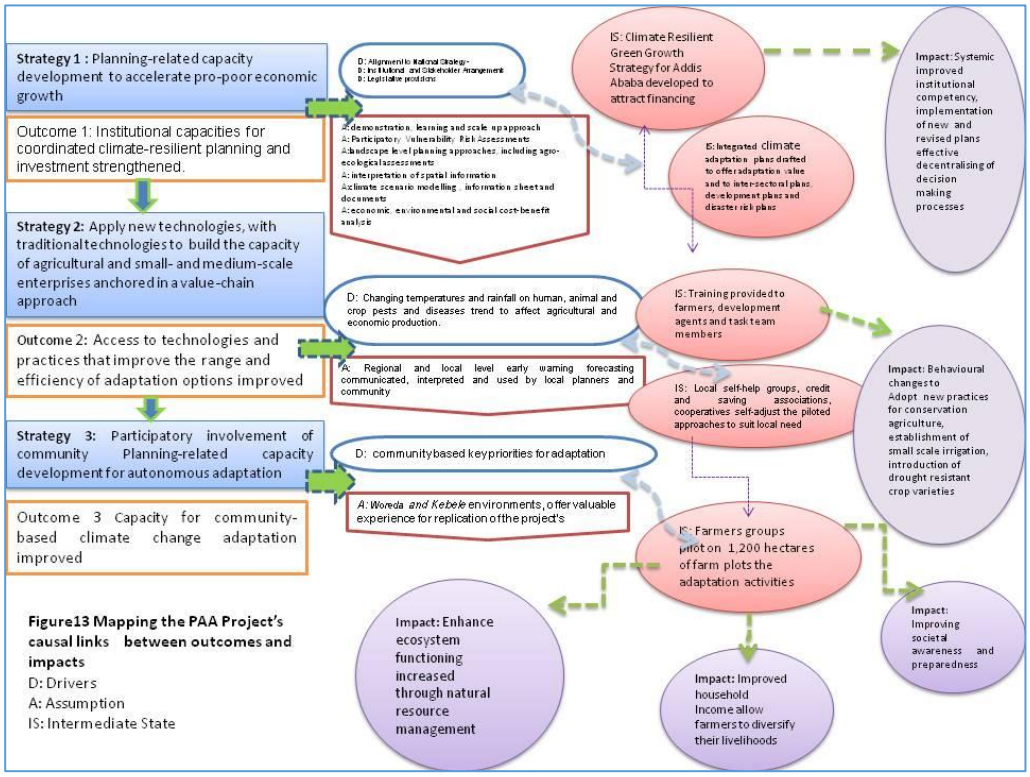
- **Overall Sustainability of the project is rated: Likely**
- **Financial resources to sustainability is rated: Likely**
- **Socio-economic conditions for sustainability are rated: Moderately Likely**
- **Institutional framework and governance to sustainability is rated: Moderately Likely**
- **Environmental conditions to sustainability is rated: Moderately Likely**

After the operation cycle of the project is completed in December 2016, the executing agency, the Ministry of Environment, Forest, and Climate Change has proposed a financial mechanism to scale-up the project into the next phase. The Ministry will be able to secure funds for the GEF-LDCF fund, GCF, Adaptation Fund and other bilateral funds including UN Agencies funding framework, who are committed to support the National Government's work for climate change mitigating and adapting activities. The project initiatives have ensured that the community continues to benefit even after completion of the project. This is possible as the Woredas Development Plan has already mainstreamed the adaptation issues into the sector specific food security and land management programmes. The climate resilient green growth strategy prepared for Addis Ababa City has incorporated climate change risks and adaptation options for urban community. The strategy has integrated all vulnerable sectors relevant to city planning with mitigation and adaptation measures to be implemented by each sector of the city administration. The learning by doing approach by involving the beneficiaries, preparing the adaptation plans (Outcome 1) into a integrated adaptation approach model (Outcomes 2 and 3), the Regional and Woreda Administration will be able to implement the plans and adopt interventions beyond the duration of the project. The project had shared its implementation experiences and responses to the national and sub-national climate planning processes through the institutional coordination between relevant government ministries -MoEFCC, MoARD, NMA, and EPA. A set of sub-national (Woreda-Kebele), cadre of trained officials experienced to work in cross-sectoral task teams in sub-national planning environments are part of the public service. The project has developed sector-cum Kebele specific integrated adaptation plans that can be adopted by farmers to build on existing traditional practices and the knowledge. Based on the tested integrated adaptation approach implemented by the project, an estimated cost and scale-up plan for 150 Woredas is prepared and ready to be presented to donors for financing. The investment plan to up-scale the integrated adaptation approach takes into account the alignment with National, Regional and Woreda development programmes. The plan was prepared by the project per the approval from the National Steering Committee and will be presented to the Bilateral and Multilateral donors also working towards the common goal of supporting the efforts of the Government of Ethiopia to mainstream climate change into development planning and programming. The expected challenges from climate change trends over the last 40 years in Ethiopia is due to

temperature increase and predicted variability in inter-annual and intra-seasonal rainfall regime. During the project cycle, the policy priority was not overshadowed by climate induced events of flood and drought in 2014, 2015, though the natural hazard events posed a threat to the environmental conditions and natural resources (including arable land, water, pasture, forest), with associated changes on the environmental, food, water and energy securities.

3.3.6. Impact

The Terminal Evaluation summarises the pathway to outcomes achieved by the project. The pathway to outcomes was analysed by using the of the Theory of Change methodology to evaluate the overall performance.



(*Figure .13. Mapping PAA project causal links between outcomes and impacts*.)

- **Environmental Status Improvement is rated : Significant**
- **Environmental Stress Reduction is rated: Significant**
- **Progress towards stress/status change is rated: Significant**

The project pathway to outcomes and impacts are in the following areas:

1. Status and use of natural resources- Farmers adapted to use natural resource based coping methods. The farming community were able to rejuvenate about 312 hectares of community forests, pasturelands by enclosing the land. Addition 800 hectare of Forest Area is protected by community participation and cutting of trees is restricted. The Kebeles decided not to allow livestock to graze, and not to use grass or wood for individual gains. Any entry into the enclosed rejuvenated land is fined by Kebele rules. Women led households who were supported by the project with goats, cows from the project decided to assist other women led households (not supported by the project) in the Kebele, by transferring the new born caves and kids to women led households.

2. Agricultural land and infrastructural assets-Farmers self –help group (40 groups with 150 members each) were trained on rotation basis by the project decided to irrigate about 1200 hectares of 0.25 ha each in 8 Kebeles representing agro-ecological zones traditionally called, Kolla, Woina Dega and Dega. The crop production utilised the soil-moisture cultivation practice and made use of drought resistant seeds that are native and yield a better produce. The farmers were able to access up-to-date climate and weather bulletins from the installed automatic weather stations at each selected Kebele. This has helped farmers to decide the sowing and harvest seasons without having any loss of standing crops. Farmers have access to better drip irrigation practices by access small scale irrigation sources powered by solar pumps. Farmers are now less dependent on rain-fed farming techniques. Small subsistence farmers have stopped practicing shifting cultivation and have adopted concentrated subsistence agriculture with access to irrigation sources. Livestock holding is considered a measure of wealth and an asset for producing dairy products and bio-fuel is used for organic farming.

3. Famers supported with risk insurance- the weather index as a safety net was introduced by the project to assist small farmers to manage their risk from crop failure owing to rainfall variability. For the growing season agriculture insurance of about, 200-300 Birr per farmer was paid by the project. The project encouraged the farmers to save the credited insurance payout amount to build new houses. Traditional social risk practices such as Edir (support in the event of death, health insurance, small loans), Ekub (micro-finance saving scheme), Bussa Gonofa (cash or in-kind to share harvested crops, seed variety, and provide labour), Debo (assistance without payment -transfer of livestock to immediate community member),was adapted in order to revive the farmers local coping methods during emergency needs.

4. Adaptive Capacity-Integrated adaptation plans to benefit Woredas and Kebeles to access development needs. Extension of technology and transfer of adaptation actions was done through trainings. Kebele Administration, elected representatives and farmers were trained by the project with constant guidance from Development Assistants. Woreda Bureau subject matter specialists and the Kebele Development Assistants (DAs) are resources persons to support the farmers. The farmers have begun to integrate adaptation actions to operate cooperative farming enterprises piloted and demonstrated by the project.

5. Access to financial services and markets-Farmers operate small enterprises that have a market demand and provide sources of income from beekeeping, rearing cattle, growing vegetables of high yielding variety. These small enterprises operate micro-finance saving and credit services to support other farmers in the Kebeles to sustains their source to livelihood.

6. Access to information and awareness- NMA improved local weather forecast models for the Kebeles. Weather bulletins are circulated to the Woreda and Kebele Administration through climate information centres, set up in the Kebeles Council office, and has improved farmer awareness and knowledge on climate information.

4. CONCLUSIONS, RECOMMENDATIONS & LESSONS

4.1. Conclusion

The project comes to an end for its operation cycle in December 2016. Through this evaluation it is hoped that the piloted work initiated by the project will continue and become sustainable. The evaluation for the project is substantiated by the recommendations and lessons learnt shared in the sections below. These are meant to help take these initiatives forward during the scale-up phase. The evaluation observed that the project has enhanced the action on adaptation by taking into account common development priorities, and circumstances, specific to selected Woredas and Kebeles by achieving the outcomes.

1. Planning, prioritizing and implementing adaptation actions that are interactive of vulnerability-based, policy-based and adaptive capacity-based, to feed the sub-national adaptation plans (Woreda and Kebele) and the national adaptation programmes.
2. The vulnerability and adaptation assessments, including assessments of the cost and benefit of the adaptation options to sustain livelihood and the environment were used by the project to validate the long term incremental improvement and reassurance to be prepared for changes.
3. Strengthening Woreda and Kebele institutional capacities to co-ordinate adaptation actions with the Woreda sector development plans, illustrates flexibility of the governing institutions to sustain the farmers livelihood options.
4. The project was able to re-establish livelihood and socio-ecological system through sustainable management of natural resources. The project has used the vulnerability and adaptation assessment to draw useful lessons for Woredas and Kebeles to prepare their contingency plans to cope with extreme weather events, for example, coping with floods or droughts.
5. The project has addressed the disaster risk reduction strategy by considering appropriate early warning systems at Kebeles, to provide climate information, variability in rainfall, temperature and soil moisture for assessing risks to crop production.
6. The project has demonstrated a process to adapt and transfer agriculture and water based technologies for farmers at the Kebeles. Capacity-building of the community (farmers) was viewed to revise the planning regulations to accommodate medium to long term adaptation actions.
7. The project has adopted two interrelated entry points for piloting the interventions. One is the “top-down” approach to change the Woreda and Kebele institutional procedures for planning development needs. This approach provided an opportunity for introducing adaptation actions into the sectoral policies and programmes that are implemented at the Woredas. The awareness raising efforts used a “down-top” approach to target men and women led households. Community-based adaptation actions made its entry points at household level. Women and men farmers were empowered to be accustomed to conservation of natural resources and farming practices in order to sustain their source for living.
8. The project demonstrated the interactive steps to address local adaptation needs and generate sub-national to national environmental benefits. This project

has offered UNDP and GEF, a concrete opportunity to mainstream the focal programme area on adaptation to climate change and to have tested the structured learning and capacity building measures. Through this pilot project, UNDP and GEF have attempted at the operational level to build linkages between the Government and sub-national administration, both development-focused to benefit the national policy frameworks and the reality of development needs on-the-ground in Ethiopia.

4.2 Recommendations

I. Actions to reinforce initial benefits from the project

1. Documentation of Case Studies/Best Practices

While project partners in each Woreda have documented various activities, there is a need for comprehensive documentation primarily to highlight successful case studies and adaptation actions implemented in the national/sub-national development frameworks that could be showcased from each Woreda and Kebele. During the evaluation it was noticed the project did not develop a communication plan. Only one publication on the best practices of the project was developed. In the scale up phase, the project must allocate adequate budget for documentation, communication, education outreach and publication of the project success at Woreda and Kebele level.

2. Up-Scaling and Value Addition Enterprise Models

There is a lot of learning on cooperative and enterprise models piloted through this project. Some of the successful enterprise models operated by the Kebeles need to be looked at for up-scaling and value addition. This would then be followed by packaging and marketing the products in an appropriate manner.

3. Sustainable Adaptation Manuals

Each Woreda has kept in mind the objective of sustaining livelihood which is depended on specific natural resources. A significant contribution of the project would be to bring out a manual that enumerates experiences, methods for sustainable agriculture methods and adaptation techniques. The project has developed training manuals and it would be a good start to publish and use these manuals for regular trainings during the scale up phase.

4. Collaboration

The project during its scale-up phase must encourage collaboration with academia and research institutions to develop and transfer existing traditional conservation practices, self governing methods and emerging environmentally sound technologies to sustain the adaptation actions.

5. Work with National Meteorology Agency

Standardise data sharing protocol to implement the horizontal (Woreda to Woreda) learning and information exchange facilitated through Woreda.net as information and communications platform linked to the climate information centres and to be functional at Kebele level.

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

1. The project could adopt well-constructed M&E mechanisms that can contribute to an evolutionary, 'learning by doing' function, which will provide insight into how the adaptation process can evolve most efficiently. For example, if a climate

change event occurs repeatedly during the project duration, then monitoring the frequency of these events, as well as evaluating the sensitivity of adaptation to the intervals between their occurrences, will suggest how an adaptation might best evolve at the community level.

2. The M&E process depends on carefully developed sets of indicators by which the performance of adaptation activities can be assessed. In the context of the logical framework, the project must include output indicators that should define a performance standard to be reached at the community in order to achieve an objective. These performance based output indicators could provide the basis for before-and-after analysis and describe the impacts (positive and negative) of project interventions.

III. Proposals for future directions underlining main objectives-

1. The project in the scale up phase should share and exchange the learning of this project through the South–South Cooperation programme within the African Union and other nations, respectively. At present substantial number of similar projects are implemented within a multi-stakeholder partnership between government, non-governmental agencies and multilateral agencies. These parallel funded projects define similar objectives and goals that enable the scope for replication of results in areas where this project could not reach out. The project for its scale-up phase must consider thematic areas covered by these parallel projects and partner with them to converge, for a twin purpose of identifying technology actions and facilitate a network of national and regional sectors to avoid duplication of efforts.

2. The project could consider improving the capacity needs for designing and certification of weather index schemes through the Ministry of Environment, Forest and Climate Change and National Meteorology Agency to standardise the certification process for weather index mechanism across the country.

3. The project has taken note of the options for mobilizing funds through its investment plans already prepared for the scale-up phase. The project must, be able to tap into the available multilateral funds for adaptation through the Green Climate Fund, LDCF and UN Agencies Multi-lateral funding framework.

4. It is proposed for the project, to retain the existing human resources engaged in the project working at the national and Woreda level. As they already have the knowledge, capability and management skills to operate this project for the scale up phase.

4.3 Lessons Learnt

- Commitment at Woreda sector offices (Task Team members and Development Agents) to consider the project activity is part of the regular government responsibilities. There is high turnover of the Woreda task team members and Development Agents due to transfers at the administrative level.
- The lengthy procurement process delays the implementation schedule and requirement to install equipment (solar pumps, water tanks) at the Kebeles.
- The Woreda Administration and bureau offices will maintain the assets provided by the project.

- … Shortage of environment consultants such as GIS experts and certified insurance designers at the sub-national national levels.
- … Insufficient DSA provided by the project to cover costs for participants, project staffs during trainings, workshops and field visits. Working extra hours (including weekends), putting in extra effort and travelling to remotely located Kebeles, since no vehicle was provided by the project. At times, the project coordinators use the Woreda Administration vehicles to travel to the Kebele to conduct trainings and carry the equipment for installation.
- … Working from the Woreda administration office as part of the In-Kind support provided by the project.
- … Carried out continuous discussions and consultation with the Woreda and Kebele Administration to accelerate the implementation process.
- … Carried out consultations with farmers to re-assure their motivation to alter their behavior to adopt the trainings provided by the project. Project allowed space for the community to adjust themselves from traditional methods to new ways to generate income.

4.4. Good Practices

There are three key reasons for viewing the project as an example of good practice for Ethiopia.

First, the PAA project represents a case of how the self –help groups of farmers in 8 Kebeles have gradually improved their capacity and management skill, which is a major factor in the sustainability of the autonomous adaptation integrated approach. Community-based autonomous adaptation has been demonstrated to be an appropriate approach for Ethiopia, to contribute towards environmental conservation while improving community livelihoods. Because of the techniques and tools that were tested and demonstrated to suit the community local needs. An area-specific integrated model for adaptation measures has been achieved to function through lateral farmer to farmer exchange, even beyond the project timeframe. The project has also demonstrated how farmers with gender-sensitive capacity for men and women in the community (based on their roles and access to resources, social networks and information) can be part of the adaptation process. Linking meteorological and agricultural information more effectively and provide farmers with downscaled weather forecasts. Combining agricultural and land based technology that have adaptation value, with risk coverage measures (like credit, saving and crop insurance) has helped farmers to experiment and adapt in a way that enhances their resilience capacity. Improved drought resistance inter-crops and agricultural techniques has increased productivity and marketability of crops. Rained-based agriculture has adopted solar powered technology to access water for small scale irrigation sources. Water channels are managed through rain water harvesting measures. Regeneration of indigenous plants on rangeland has improved vegetative cover on grazing and forest land, for pasture production, water conservation, and for flood and erosion retention. Improved management of pasture and grazing land for livestock and pastoral needs. Combat land degradation by managing agro-forest land, natural woodland through the early burning fire management, and planting of trees. Community participates in

mapping and demarcation of woodland and regeneration measures. Farmers rely on different sources of livelihoods -bee keeping for honey and wax production, farming intercropping legumes and cereal crops with tree crops. Agro-forestry with planting of trees, for fodder, bio fuel, improves soil nutrient. Livestock based biogas and organic fertilizer, reduces reliance on wood. Home gardens are hand irrigated under organic production for high value produce for local markets and off-season home consumption. Local farmers effectively responding to the domestic market demand. Areas close to markets grow marketable produce. Kebeles that are further from markets focus to secure value-added process and marketing of home-grown produce for local markets.

Second reason, the Promotion of Autonomous Adaptation is a good practice, is that the project has demonstrated for Addis Ababa City Administration an integrated urban adaptation action plan. The urban adaptation plan was developed with institutional capacity. The Addis Ababa Climate Resilient Green Growth Strategy was piloted so that the cost implications for scale-up can be assessed and incorporated into the investment plan. The project modelled the catchment management and flood control measures in 2 urban sub-city Woredas in Addis Ababa to stop the impacts of soil erosion and flood water discharge. Through this urban adaptation model, the project has demonstrated the conservation of agro forestry techniques used to improve land management for pasture need, for water conservation, and for flood and erosion of soil fertility.

The third reason, Promotion of Autonomous Adaptation represents good practice is that there was a strong commitment for learning and demonstration of adaptation intervention throughout the project. The lessons from the project have supported improvements in the planning and implementation procedure amongst a carder of administrators and within the institution's functions which is primarily sectoral in nature, meaning in Ethiopia the development activities are organized and budgeted from a sectoral perspective. Institutional gaps related to cross-sector linkages, relationships and synergies were identified. Adequate vertical and horizontal collaboration was established by Ministry of Environment, Forest and Climate Change under chairmanship of State Minister Honourable Sir, Kare Chawicha, and amongst the Ministry of Water, Irrigation and Electricity, National Meteorological Agency, Ministry of Agriculture and Natural Resources, Ministry of Finance and Economic Development. At Woreda and Kebele level the institutional and leadership support was extended by Woreda Administration, Task Teams and Technical Experts of Woreda Bureaus-Agriculture& Rural Development, Water Resource Development, Communication, Youth and Women Affairs, Kebele Administration and Development Agents, Kebele Elected Representatives. Regional Universities extended their technical expertise to develop trainings modules and demonstrated to 40 self-help groups of farmers the area specific adaptation techniques, on 1250 farm plots of 0.25 ha each. Farmer's led Self-Help Cooperatives & Green Enterprises in 4 Woredas, 8 Kebeles and 2 urban Woreads tested and applied techniques that add adaptation value and provides solutions to tackle the priority of adaptation needs.

Annexure.1. List of Project Stakeholders interviewed at Federal, Woreda and Kebele

Partner	Names and designation
UNDP Ethiopia Country Office Climate Resilient Green Growth Unit	Mrs Wubua Mekonne, Program Specialist (GEF) Climate Resilient Green Growth Unit, United Nations Development Programme ECA Old Building, 7th Floor, Africa Hall, P.O. Box 5580, Addis Ababa, Ethiopia Office Tel:+251-115-515177 ext. 257 or +251-115-444016 (Direct)+251-911-561417 (Cell), +251-115-515147 (Fax) @ wubua.mekonnen@undp.org
Project Implementing Agency	Mr. Tesfaye W/Yes PAA Project manager,Mobile: 0911606848 ; gamtesfaye2@gmail.com Mr. Debela Tesfaye, Climate change Adaptation OfficerMobile: 0911819958@: dabobona@gmail.com Belayneh Kebede, Monitoring Evaluation Officer,Mobile:0945953019:mail: kbelay2003@gmail.com
Regional level implementing partners/ Woreda Level implementing partners/ Kebele level implementing partners Community Representatives	Assossa Woreda Mr. Abdi Kaba , Asossa woreda PAA site coordinator, Mobile:0911958933;@:abdikaba68@gmail.com Mr. Seifedin Mohamed, Head of Asossa woreda Environment, forest and land use administration Office Mr. Mohamed Yimer, Asossa woreda vice administration Mr. Elias Abdin, Head of Asossa woreda finance and Economy development Office Mr. Meke shameon, Head of Asossa woreda Communication office Abdule Kerim Abdulerehim, Head of Asossa woreda education and capacity building Office Mr. Mussa Ebrahim , Head of Asossa woreda Agriculture and rural development Office Mr. Assit Ousman , Head of Asossa woreda Women,Youth and Children Affaire Office Mr Mola Tegegne, Selga 23 Kebele General Manager Mrs Mantu Yadeta, Sengel 23 Kebel DA Mr Nasar Mohamed, Sengel 23 kebele cooperative expert Mr Arege Gebrush, Sengel kebele 23 Chairman Mr Worku Aman, Sengel 23 Kebele Vice-Chiarman Ms Hana Kiros, Sengel 23 Kebele Livestock Expert Mrs Shimachew Kassa, Sengel23 Kebele Beneficiary Mrs. Dessie Yimam, Sengel23 Kebele Beneficiary Mrs Bayeh Alamerew, Sengel23 Kebele Beneficiary Mrs. Gete Mario, Sengel 23 Kebele Beneficiary Mr Birehan Assefu- Member of Cow Fattening Cooperative, Sengel23 Kebele Beneficiary Mr said Mohamed, Member of Cow Fattening Cooperative, Sengel23 Kebele Beneficiary Mr getachew Tesfaye, Member of Cow Fattening Cooperative, Sengel23 Kebele Beneficiary Mr Nurie Hassen, Member of Cow Fattening Cooperative, Sengel23 Kebele Beneficiary Mr Arshid Shehadin, Kushmengel Kebele Chairman Babel Karim, Kushmengel Kebele Beneficiary Gambela Woreda Mr. Ashenafi Girma, Gambella woreda PAA site coordinator, Mobile:0925949565; @:ashugam@gmail.com Mr Ojulu Omod Ochalla, Chief Adminstrator of the Gambela Woreda Mr Taddesse Dage, Gambela Woreda Deputy Administrator and Justice office Head Mr Okuan Opiew, Woreda Agricultural and Natural Resource Dep. Head Mr Akuma Luwal Okech, Woreda Water and Energy Office Head Mr Daniel Tibeber, PAA Finance Officer Mr. Belimi Odol, Head of Security Mr. Obang Oboho, Woreda Health Office Head Mr. Yadessa Mefedegh, Pukong Kebele Chairman Mr. Dowshar Harron, Pukong Kebele Security Head

	Mrs Pilwal Ahmed, Pukong Kbele Beneficiary Mr Omod Othow, Pukong and Pimoli Kebeles Community Supervisor Mr Haiwa Shibia, Pukong Kbele Beneficiary Mrs Akelo Okurui , Pimoli Kbele Beneficiary Mr Omud Ojelo, Pimoli Kebele DA Mrs Apiewo Akwor, Pimoli Kbele Beneficiary Mr. Oumed Modian, Pimoli Kbele Beneficiary Mr. Okom Ojelu, Pimoli Kebele DA Adami Tulu jido Kombolcha woreda Mr. Abayneh Tesfaye, Adami Tulu jido Kombolcha woreda PAA site coordinator Mobile: 0912447381;@:tefaye4@gmail.com Mr Hussien Kebrka: Wopreda Deputy Administrator & Agricultural Office Manager Mr. Mohamed Berissa, Rural Land & Environmental Protection Office HEAD Mr. Abayneh Tesfaye, PAA Coordinator Mr. Edeo Obssa, PAA Project Finance Officer Mrs Hiko Edeo, Desta Abijata Beneficiary Mr Yirgalem Keweto, Desta Abijata Beneficiary Mrs Kidija Iilma, Desta Abijata Beneficiary Mr Brondi Morkemmo, Desta Abijata Beneficiary Mr. Abdi Gudina, Member of Batu Kilyu Cooperative, Desta Abijata Beneficiary Mrs. Biftu Genema, Member of Batu Kilyu Cooperative, Desta Abijata Beneficiary Mrs. Burka Gudina, Member of Batu Kilyu Cooperative, Desta Abijata Beneficiary Mr. Abdi Boru, Member of Batu Kilyu Cooperative, Desta Abijata Beneficiary Mr. Tukuma Hirso, Member of Batu Kilyu Cooperative, Desta Abijata Beneficiary Mr Bonoci Dubulu, Kemo Gerbi Kebele Chairman Mr Guda Alati, Kemo Gerbi Kebele Beneficiary Mrs Wolala Muleta, Kemo Gerbi Kebele Beneficiary Mrs Biftu Beri, Kemo Gerbi Kebele Beneficiary Mrs. Bikiltu Gana, Kemo Gerbi Kebele Beneficiary Mr Olana Oljira, Kemo Gerbi Kebele Beneficiary Enderta Woreda Mr. Tewelde Berihe, Enderta woreda PAA site coordinator tewaiberhe@yahoo.com Ato Tsegaye Gebretekel- Vice Administrator of Ederta Woreda Ato Mesele Mulugeta- Ederta Woreda EPA and Land use Administration Head Ato Yonas Gebru; Enderta Woreda Finance and M&E Expert Addis Ababa City Mr. Seid Abdella , Addis Ababa PAA site coordinatorMobile:0911375728;@:oosman1994@yahoo.com Ato Akele Birehan- Representative from Argano Baltna Cooperatives- Yeka 01 Keble Beneficiary Ato Yelf Dage- Representative from Finote Selam Yelf Dagne Friends Cooperatives, Yeka 01 Keble Beneficiary Ato Abera Alemu, Yeka 01 Keble Beneficiary
Stakeholder Federal/Sector	
Ministry of Environment, Forest and Climate Change	Ato Kare Chawicha , MEFCC State Minster Tel: 0911211012 Email: lemkare@gmail.com
Ministry of Water, Irrigation and Energy	W/o Belaynesh Biru, MoWIE Tel: 0912159392 Email: yulbel-2008@yahoo.com
National Meteorology Agency	Ato Dula Shanko, Deputy Director General, NMA Tel: 0911208025 Email: fetenekoket@yahoo.com

Annexure.2. List of Documents for Desk Review on the project

Document	Title
Project Document	Promoting Autonomous Adaptation at the Community Level in Ethiopia http://www.et.undp.org/content/ethiopia/en/home/operations/projects/climateriskandresilience/project_autonmousadaptation.html http://adaptation-undp.org/resources/pifs/ethiopia-project-identification-form-april-2010
GEF- Project Identification Form (PIF) Project Type: Full/Medium/Small-Sized Project Type Of Trust Fund: LDCF	https://www.thegef.org/project/promoting-autonomous-adaptation-community-level-ethiopia https://www.thegef.org/sites/default/files/project_documents/11-22-2011%2520%2520ID4222%2520CEO%2520Endorsement%2520ETHIOPIA_22%2520November%25202011.pdf
Project Implementation Review reports (PIR's)	Project Implementation Review reports 2013 2014 2015 2016
Quarterly progress reports and Annual Report of the various implementation task teams	Physical and Financial Performance Report: For 2015: 1st, 2nd, 3rd, and 4th quarters For 2016: 1st, 2nd and 3rd quarters
Annual work plans	Annual Work plan 2008/9 (Ethiopian Fiscal Year) Annual Work plan 2007 (Ethiopian Fiscal Year) Annual Work plan 2006 (Ethiopian Fiscal Year) Adaptation plans (Woredas and Kebeles)
National Documents	- Ethiopia's Green Economy strategy - Ethiopia's Programme of Adaptation to Climate Change
Audit reports	Auditor's Report on UNDP assisted National Implementation (NIM) Project- Promoting Autonomous Adaptation at the Community Level: For the Year ended 31 December For the Year ended 31 December For the Year ended 31 December
Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (fill in specific TTs for this project's focal area)	-PAA midterm Evaluation Report - Autonomous Adaptation Best Practices (Draft Report)
Minutes of the (Project Title) Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)	National Steering Committee Meeting: Meeting Minutes
Project based guidelines, manuals and published/prepared for the project Policy briefs/ assessment reports for cost benefit of Sectoral impacts; integration of environmental information into national policies	-Program Implementation Manual for United Nations Agencies Assisted Programmes in Ethiopia - Guideline for Promoting Autonomous Climate Change Adaptation at Community Level in Ethiopia - Tree Nursery Establishment and Management: Gambela Woreda - Promoting Autonomous Adaptation Training for local Planners and Project Implementers - The assessment of the role of mobile phone technology for the provision of weather and climate related information to enhance community based adaptation to Climate Change, June 2013 - Review of formal and informal Climate Change induced financial risks and risk management: the cost to farmers and risk-return approaches in Adamitulu, Assosa, Enderta and Gambela Woredas in Ethiopia, October 2013
project site locations regional woreda, kebele maps ii-ii-Adaptation information products	Fast –fact sheet- Promoting Autonomous Adaptation http://www.et.undp.org/content/dam/ethiopia/docs/UNDP%20Ethiopia%20Fast%20Facts%20-%20Promoting%20Autonomous%20Adaptation%20-%202013-12-09.pdf
UNDP country/countries programme document(s)	Framework for UNDP Ethiopia's Climate Change, Environment and Disaster Risk Management Portfolio
Researched website for e-articles and news reviews on the project	http://www.et.undp.org/content/ethiopia/en/home/operations/projects/climateriskandresilience/project_autonmousadaptation.html https://www.thegef.org/news/ldcf-ethiopia-promoting-autonomous-

	adaptation-community-level-ethiopia http://adaptation-undp.org/sites/default/files/ethiopia_experiences_and_lesssons_learnt.pdf http://www.et.undp.org/content/ethiopia/en/home/operations/projects/climateriskandresilience/project_autonmousadaptation.html http://unfccc.int/focus/adaptation/items/6999.php https://www.thegef.org/news/ldcf-ethiopia-promoting-autonomous-adaptation-community-level-ethiopia http://unfccc.int/resource/docs/natc/ethnc2.pdf http://www.et.undp.org/content/ethiopia/en/home/presscenter/articles/2015/10/23/piloting-insurance-for-ethiopian-farmers-to-build-resilience.html http://www.et.undp.org/content/ethiopia/en/home/presscenter/articles/2014/03/27/empowering-farmers-to-bolster-community-resilience.html
E-networks related to Adaptation project knowledge sharing platform – websites	http://adaptation-undp.org/projects/ldcf-promoting-autonomous-adaptation-community-level-ethiopia http://www.climateethiopia.org/index.php/strategy http://www.thecvf.org/ethiopia-cvf-presidency/

Annexure 3. Itinerary of Terminal Evaluation Mission

Regions	Woredas	Kebele Rural /Urban	Distance Travel (KM) From Addis Ababa	Targeted Rural Households Male/Female Headed	**Date for Field Visit /TE mission**	Name of Stakeholders implementing partners to meet and consult for evaluation
Addis Ababa	Yeka and Akaki	Yeka 01 and Akaki Kality 03	25	Total: 308 Male :119 Female :189	**15 November 2016**	Mr. Seid Abdella, Coordinator Tele:0911375728,@Oosman1994@yahoo.com Mr Tsegaye, Tel: 0911163921
Oromiya Region	Adamitulu Jido Kombolcha Woreda	Kemo Gerbi & Desta Abijata Kebeles	170	Total : 1214 Male: 528 Female: 626	**14 November 2016**	Mr. Abayneh Tesfaye, Coordinator Tel: 0912447381 ;@ tefaye4@gmail.com Mr Hussien Kebero, Deputy Woreda Administrator Tel: 0949788525
Benishngul Gumuz Region	Assosa Woreda	Kushmengel & Selga 23 Kebeles	652	Total: 1286 Male: 831 Female: 455	**16-18 November 2016**	Mr. Abdi Kaba , Coordinator Tele: 0911958933 ;abdikaba68@gmail.com Mr Mohamed Yimer, Deputy Woreda Administrator Tel: 0913215018
Tigray Region	Enderta Woreda	Mosebo & Meseret Kebeles	782	Total: 1673 Male: 922 Female: 751	***17 November 2016***	Mr. Tewelde Berihe, Coordinator @tewaiberhe@yahoo.com *conducted interviews with the PMU, Woreda Chief Administrator, EPA Regional Head, Development Agents, Bureau offices officials*
Gambella Region	Gambella Woreda	Punkong & Pimoli Kebeles	750	Total: 1023 Male: 526 Female: 497	**21-23 November 2016**	Mr. Ashenafi Girma, Coordinator Tele: 0925949565 @ashugam@gmail.com Mr Ugelu Omod, Woreda Chief Administrator Tel: 0917317856

Observation of Outcomes conducted during the field visit to selected Woreadas and Kebeles supported by the project

Woredas	**Kebeles**	**Traditional agro-ecological zones**	**Water harvesting technology for small scale irrigation practice**	**agricultural practices for crop and vegetable production**	**Support farmers with animal husbandry and controlled grazing practices**	**Soil/ water conservation management-**	**Alternate Energy sources for household use**
Adamitulu Jido Kombolcha Woreda	Kemo Gerbi & Desta Abijata Kebeles ,	Kolla Woina Dega	Constructed small scale irrigation diversion cannel from Lake Ziway for Kemo Gerbi and River Bulbula for Desta abyata	75 Quintal of improved maize seeds and 2000 improved papaya seedlings purchase and distributed to 1,000 farmers (766 men, 234 women) of the two kebeles Production of maize increased from 40 quintals per ha to 48 quintals per 0.75 ha.	240 borena hybrid dairy cows given to 170 men and 70 women farmers. 300 native breed goats purchased and distributed to 60 jobless women headed households	About 260 hectares of land regenerated by community to re-plant grass and is enclosed for grazing and cutting of grass and trees	Automated Weather stations to improve weather monitoring at the kebeles
Assosa Woreda	Kushmengel & Selga 23 Kebeles	Kolla Woina Dega	Ssubmersible solar water pump operated to provide water from the diversion cannel to cultivate 7 hectares of land.	90 quintal improved potato seed and 71 kg of improved fruit and vegetable seeds distributed to cooperative farmers of 108 men and 22 women farmers. Farmers registered increased production of teff from 2-3 quintals per ha to 10 quintals per 0.5 ha	84 sheep procured for Sega 23 youth Cooperatives. Beekeeping cooperatives mange 120 Beehives to generate income. 450 goats given to 150 women farmer. 34 heifers cows provide women farmers, to sell milk. 2500 improved hens benefit farmers to sell the eggs.	Water harvesting ponds with a capacity of 60000 liters per pound was constructed. Each pond is estimated to irrigate around 400 m² of farm land.	2 women cooperative produce Gonziye stove and Mirt Biogas saving stove and supply to the local market. They earn about 75,000.00 birr. Automated Weather stations to improve weather monitoring at the kebeles
Enderta Woreda,	Mosebo & Meseret Kebeles,	oina Dega,	constructed 60 m canal to irrigate 31 hectares of land	555 quintal of improved wheat seed purchased and provided to 1,110 farmers.	205 native breed sheep and goats distributed to 20 women headed households and 15 youth	in Enderta Woreda different adaptation measures was piloted on a total of	67 solar lights distributed to 67 women headed households Automated Weather stations

				wheat production increased from 10 to 35 quintals per ha	cooperatives. Milk cooperative is operated by 20 women headed farmers who purchase and distribute to milk. Mesebo kebele youth cooperative with 30 land less youth members have started to mange bee keeping activities with an initial capital of Birr 180, 000.00 from the project support youth association in Meseret kebele have started sheep and goat production and fattening	409.25 hectares of land with provision of technical guidance and technology	to improve weather monitoring at the kebeles Distributed 5000 energy saving stoves and 1200 solar light in the 2 Kebeles in Enderta. In Enderta Woreda in both Mesebo and Meseret Kebeles 2 AWS were installed. This enabled NMA to provide downscaled (localized) and real-time meteorological information to the 2 Kebeles' beneficiary farmers in Enderta Woreda.
Gambella Woreda	Punkong & Pimoli Kebeles	olla	Two water tanks built with a capacity of 30,000 litters for 2 Kebeles. 200 m canal constructed to one reservoir to divert water to irrigate 1 ha of land and benefit 20 men and 15 women headed households.	Before the project started in Gambella, farmers had never cultivated crops and vegetable varieties About 135 hectares is planted with maize, sorghum, black pepper, onion by 68 farmers (34 women & 34 men). In addition 10 women farmers planted banana on 3 hectares	50 farmer rear goats, 16 dairy producing cows distributed to total 4 men and women headed households 70 German modern bee hive were provided to 3 Farmers and supplementary material for honey production 200 Goat were purchased and distributed for 66 women headed household. 2500 chicken were purchased and distributed to 250 farmers(120 men & 130 women)	52 hectares of community land enclosed and stops entry of livestock Poking and Pimoli Kebeles, 15,000 tree and bamboo seedlings planted on degraded land. In Addition 800 hectare of Natural Forest Area is protected by community participation and cutting of trees is restricted	45 homes headed by women use solar lights Automated Weather stations to improve weather monitoring at the kebeles
Addis Ababa City Administration	Yeka 01 & Akaki Kality 03 Woredas		Combination of hand pumps and drip irrigation system is used to irrigate the homestead farms This method yields high-value for the crops	33 (19 men) farmers of two cooperatives cultivated vegetables to earn 7,400 birr for Yeka woreda 01 and 104,819 birr in Akaki Woreda 03. In addition 340 (31 men) individual households cultivated 819 quintals of vegetables on their own homestead. T	Farmer's cooperatives of 18 members (11 women & 7 men) and 10 members (7 women & 3 men) benefitted from 15 to 20 bee colonies.	1,680 meter long gabion wall constructed in Yeka01 and Akaki 03 Woredas to protect 675 households and divert flood water flowing downstream from highlands. Community constructed 1,400 meter bench terracing and planted 650 seedlings to prevent soil erosion and degradation of the highlands.	12 members (12 women & 2 men) cooperative produces fuel efficient stoves. The cooperative has earned 7,560 birr. The stoves have been promoted in other 12 Woredas of the Yeka sub city, through the Bureau of Energy

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Photographs of the Community Profile documented during the evaluation.
Observation conducted during the field visit to selected Woreadas and Kebeles supported by the project



Adamitul JK Woreda Chief Administrator Office



Borena hybrid dairy cows given to women farmer in Kemo Gerbi & Desta Abijata Kebeles,Adamitulu Jido Kombolcha Woreda



Borena hybrid dairy cows given to men farmers, Kemo Gerbi & Desta Abijata Kebeles, Adamitulu Jido Kombolcha Woreda



Adamitulu Jido Kombolcha Woreda, Climate Information Centre used for training farmers



Solar Operated pumps to irriagte farm land Adamitulu Jido Kombolcha Woreda

Improved Stoves produced by Men led Cooperative in Yaki 01 Woread Addis Ababa City





Avert flood, gabion wall and terraces built to prevvent soil erosion Yeak 01 Highlands, Addai Ababa City



Household protected by gabion walls, Yekai 01 Woreda Addi Ababa City



Small pond to harvest water for drip irrigation, Selga 23 Kebele Assosa Woreda



Climate Information Centre operated by Selga 23 Kebele Administration



Bee Keeping by farmers in Selga 23 Kebele Assosa Woreda



Women farmer trained to grow bananas, Pukong Kebele Gambella Woreda



Developmemt Agent, demonstrating technqiues to cultivate tomotes in Punkong Kebele Gambella Woreda

Automatic Weather Stations installed in Pimoli Kebele Gambella Woreda





Water provided for drinking needs, Pimoli Kebele Gambella Woreda



Women Farmer saved Crop Insurance pay out to build a new house for her family, in Pimoli Kebele Gambella Woreda

An evaluation analysis of the eight Kebeles in the four Woredas and two urban woredas was undertaken during the terminal evaluation and field visits. In four Regions, one Woreda was identified for the implementation of adaptation activities under this project. In each Woreda, two kebeles were selected based on the criteria agreed by the National Steering Committee and which was drafted at the national inception workshop. The project during its implementation cycle has reached out to about 5504 beneficiaries, who are represented by 2986 men and 2518 women headed households, in the selected Woredas and Kebeles.

1. The four Regions represented, from both developed and emerging Regions in Ethiopia. Priority was given to Oromiya, Tigray, Benishngul Gumuz, and Gambella Regions that do not have similar initiatives. The Regions experience regarding community based environmental management that has opened the opportunity for piloting this project. The Regions represented greater agro-ecological diversity representing the major features of the country. The Regions experienced challenges prevailing to Climate change variability.
2. The four Woredas: Adamitulu Jido Kombolcha Woreda, Enderta Woreda, Assosa Woreda Gambella Woreda represented prevailing challenges of climate change and variability, Agro-ecological diversity, accessibility and Woreda capacity for project implementation. Experience in community based environmental management, committed Woreda leadership and availability of supportive organization such as university, research centres. The eight Kebele/community:Kemo Gerbi & Desta Abijata Kebeles, Mosebo & Meseret Kebeles, Kushmengel & Selga 23 Kebeles, Punkong & Pimoli Kebeles, represented the vulnerability to climate change and variability. Willingness and accessibility of the community to engage in community based environmental management activities. Community represented the ecosystem

(kola, woyinadega and dega) and existence of community organization preferably traditional institutions and of the government structure such as the Kebele offices, and NMA operated Weather Stations.

3. The two urban Woredas: Yeka 01 and Akaki Kality 03 Woredas in Addis Ababa City Administration represented the capacity to improve required asset for hazard preparedness and planning to adapt to climate risks scenarios. The plans incorporated soil and water conservation, effective management of the remaining green space and its planning in relation to flood risk management to reduce soil erosion and improve water infiltration

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Annexure.4. Summary of Rating of the Achievement of Outcomes

Development Objective/ Outcome	Indicator	Baseline	Targets at the end of the project	Result achieved at the TE evaluation November 2016	Rating UNDP supported GEF financed projects Guideline matrix for assessing outcomes against indicators *Matrix for Rating the Achievements of the Project
DO: to support local communities and administrations at the lowest level of government to design and implement adaptation actions aimed at reducing vulnerability and building resilience, especially in those communities that are particularly vulnerable in Ethiopia	Capacity perception index, disaggregated by Gender	Average CCA capacity scorecard rating of 1.26 across men and women	Average CCA capacity scorecard rating of 3 across men and women in target Woredas	**Target is achieved**. The capacity score card result varies from woreda to woreda : 3.07 at Enderata woreda , 3 at Gambela, 3.23 at Adamitulu, and 3 at Assosa. The average score card rating result for the project across 108 personnel (87 men and 21 women) shows 3.08, which is a little bit above the planned target.	**Satisfactory Achieved**
	Adaptation actions implemented in national/sub-national development frameworks	Limited mainstreaming of adaptation into national food security and land management programmes Limited mainstreaming of adaptation into sub-national planning processes and policies	At least two national programmes have mainstreamed climate change adaptation based on lessons learned from the project.	**Target is achieved.** Based on lesson learnt from the project, indicators (checklists) are identified, prioritized and included in the ongoing revision of the national adaptation plan, which is going to be implemented through various sectoral offices at national and regional level. Besides, the four pilot Woredas of the PAA project have revised their development plan to include the issue of climate change adaptation and mainstreaming CC	**Satisfactory Achieved**

			At least four Woreda and one Regional development plan have been revised to incorporate climate change risks and opportunities	adaptation issues into their five year Second Growth and Transformation Plan (GTP II) **Target is achieved.** The four project Woredas have revised their development plans, incorporated CC risks and opportunities through the adaptation plan and being implemented. In addition the Addis Ababa city Government Climate Resilient Green Growth Investment Plan has also been completed and the plans are mainstreamed in the different sector development plans for implementation.	**Highly Satisfactory Achieved**
	Increase in climate resilient agricultural production in the target areas	only ad hoc adoption of adaptation measures by subsistence farmers, and agriculture is climate vulnerable	5000 subsistence farmers have adopted adaptation measures and climate resilient agricultural production has increased by 12.5% in target areas compared to baseline (1t/ha maize) and for adjusted for rainfall	**Target achieved**. A total of 5293 (2369 F, 2924 M) beneficiary farmers have been able to implement different adaptation measures with the technical and material support of the PAA project. Production on average has also increased by more than 12.5% in the target areas compared to the baseline (1t/h maize). For example: in Enderta woreda wheat production has increased by 300 percent from the baseline of 1 t/ha to 4t/ha in Gambela Woreda a 150 percent increase in Maize production from the baseline of 1t/ha to 2.5 t/ha, in Asosa woreda Teff production has increased by	**Highly Satisfactory Achieved**

				466.6% from the baseline of 0.3t/ha to 1.4 t/ha and Sorghum production has increased by 500 % from the baseline of 0.3 t/ha to 1.8 t/ha, In A/T/J/Kombolcha Woreda Maize production has increased by 400 percent from the baseline of 1 t/ha to 5t/ha. And Haricot bean production a 150 % increase was attained from the base production of 1.6t/ha to 4 t/ha	
Outcome 1: Institutional capacities for coordinated climate-resilient planning and investment strengthened.	Number and type of targeted institutions with increased adaptive capacity to minimize exposure to climate vulnerability Capacity perception index ,disaggregated by gender.	Capacity for climate-related analysis and forward planning is limited at sub-national level with an average CCA capacity score of 1.26 across the 5 functional areas of • Multi-stakeholder dialogue; • Situation analysis, vision casting and mandate; • Policy and strategy formulation; • Budget, Manage and Implement; • Monitoring and Evaluation	4 Woreda and 1 Regional task teams have been trained in and use climate related vulnerability and risk assessments in an integrated area-based planning approach, Average CCA capacity score in the 4 Woreda and 1 Regional level is 3 for both men and women.	**Target achieved** Training has been provided to a total of 1456 personnel (621 F, 835M) that include Woreda level task team members , experts, local level government representatives and local community members . The trainings provided the trainees to have used the knowledge to undertake climate related vulnerability and risk assessments in an integrated area-based planning approach in their respective Woredas. Average CCA capacity score in the four woredas and one regional level has been assessed based on score card assessment methodology and found to be a rating of 3	**Satisfactory Achieved**
	Adaptation actions implemented in national/sub-national	Institutional capacity for cross-sectoral climate change planning is negligible	Climate resilient investment strategies based on integrated climate resilient development plans are in place and	**Target not fully Achieved**. Climate resilient investment strategies based on integrated climate resilient development plans	**Moderately Satisfactory Achieved**

	development frameworks		attracting funding for 4 Woreda & 1 Regional areas.	are in place for Addis Ababa City and for the four woredas.. Attracting funding for the Addis Ababa City and the four woredas based on the investment plant is in the process.	
Outcome 2: Access to technologies and practices that improve the range and efficiency of adaptation options improved.	% of farmers adopting adaptation technologies, by technology type, disaggregated by gender.	Farmers (83% male-headed, 17% female-headed) constrained by limited access to and knowledge of adaptation techniques and practices.	5000 subsistence farmers (83% male-headed, 17% female-headed) trained in and tested climate change resilience building techniques and practices, of which 35% of both male and female headed farming households have adopted them permanently.	**Target Achieved.** A total of 5293 farmers (55 % male-headed and 45% female headed) have been able to access the different technologies and are implementing the CC adaptation technologies on their plots of land	**Satisfactory Achieved**
	Strengthened capacity of extension agents to transfer appropriate adaptation technologies by capacity score	Only anecdotal evidence of capacity to transfer adaptation technologies score average 1.4	5 project task teams from 4 Woreda and 1 Regional administration have the capacity to transfer adaptation technologies with capacity score of 3	**Target Achieved** The project task teams and extension agents from the 4 Woreda and Addis Ababa City have been involved actively in properly transferring adaptation technologies to beneficiary farmers. The capacity of all task team members across all Woredas to transfer adaptation has been assessed by the score card assessment methodology and found to be improvement from the baseline score 1.26 to 3.	**Satisfactory Achieved**
Outcome 3: Capacity for community-based climate change adaptation improved.	% of targeted population covered by innovative insurance mechanisms, disaggregated by gender.	Informal coping strategies are in use in target areas, no formal financial risk reducing/insurance approaches yet in place due to lack of meteorological and hazard information in target	At least 25% of the men and 25% of the women in the target communities are using innovative mechanisms to insure against the inherent uncertainty of climate change	**Target Achieved**. A total of 5293 (2369 F, 2924 M) beneficiary household headed farmers have been involved, of which , 43% Female and 59% Male in the target communities are using innovative mechanisms to insure	**Highly Satisfactory Achieved**

		areas.		against the inherent uncertainty climate change	
	Increase in climate resilient agricultural productivity in the target areas	Very limited capacity for applying climate resilient agriculture	Climate resilient agricultural production has increased by 12.5% in target areas compared to baseline (1t/ha maize) and for adjusted for rainfall.	**Target achieved** Climate resilient agricultural production has increased by more than 12.5% in all target areas compared to the baseline as a result of providing localized meteorological information and technical support.	**Highly Satisfactory**

Ratings Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	**Sustainability ratings:**	**Relevance ratings**
6: Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency 5: Satisfactory (S): There were only minor shortcomings 4: Moderately Satisfactory (MS):there were moderate shortcomings 3. Moderately Unsatisfactory (MU): the project had significant shortcomings 2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency 1. Highly Unsatisfactory (HU): The project had severe shortcomings	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML):moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) Impact Ratings: 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A		
Source: GUIDANCE FOR CONDUCTING TERMINAL EVALUATIONS OF UNDP-SUPPORTED, GEF-FINANCED PROJECTS , UNDP 2012		

*Matrix for Rating the Achievements of the Project

Highly Satisfactory (HS) Achieved	Satisfactory (S) Achieved
Moderately Satisfactory (MS) Achieved	Moderately Unsatisfactory (MU) Achieved
.Unsatisfactory (U) Achieved	Highly Unsatisfactory (HU) Achieved

Annexure. 5. Evaluation Question Matrix

Evaluative Questions	Indicators	Sources	Methodology
Relevance- To what extent is the project relevant to improve resilience, reduce vulnerability, and increase adaptive capacity at different levels in Ethiopia			
Does the project support concrete adaptation planning and actions of the NAPA, EPACC, and DRMSIF? What was the need and demand for initiating the project? How does the project plan to collaborate, coordinate and converge with other parallel projects/initiatives of line-ministries, related departments for adaptation to climate change, at community, national, regional level? To what extent are cross-cutting sector(s) and development plans mainstreamed through this project?	Degree of relevant between project and national and sector-wide plans to integrate adaptation strategies and measures	• Project document • National policies- the national climate change programme for adaptation	• Document review • Interviews with project implementing agency • and UNDP
Is the project design flexible to adaptive management by accommodating changing weather variable scenarios, changing ecological conditions in natural system, welfare changes, human and institutional capacity? Did the project develop different adaptation approaches that both fits with the scope of the project, and available resources? Did the governance system have the adaptive capacity required? Did the project build the governance capacity? Did the project identify the existing barriers to implement adaptive measures? What entry points, opportunities and strengths facilitated the introduction of adaptive measures? Is the project relevant to improve resilience, reduce vulnerability, and increase adaptive capacity?	Type and extent of governance structure and institutional capacity strengthened	• Project document • Technical Assessment Report	Interviews with project implementing partners and agency

Evaluative Questions	Indicators	Sources	Methodology
Is the project relevant to UNDP Adaptation Policy Framework? What are the advantages? Is the project relevant to GEF focal areas, strategic priorities and operational programme(s) for adaptation? What are the advantages? Does the project form a coherent part of the UNDP and GEF programme framework? How well have linkages established with other projects operating on the same Programme Framework been described?	Type of Adaptation Actions and Policy Frame work /Strategy in place	Country level Vulnerability and Risk Assessment Reports	Interviews with project implementing partners and agency, UNDP
Effectiveness - To what extent are the expected outcomes of the Project being achieved?			
Did the project achieve reduction in vulnerability and increased adaptive capacity? Did the projects outcomes (reported outputs) establish the autonomous adaptive capacity at institutional and community level? How has community awareness and human & technical capacity to targeted population (disaggregate by gender) in particular at Woreda and Kebele level benefit from the project?	Strengthened capacity of extension agents to transfer appropriate adaptation technologies by capacity score Number and type of targeted institutions with increased adaptive capacity to minimise exposure to climate vulnerability.	• Project document • Reports on trainings workshops, seminars • Observations/ findings from field visit	Interviews with project implementing partners and agency
Did the project use environmental, social, and economic screening standards? Does the project provide environmental, social, and economic benefits, including community awareness and human & technical capacity to targeted population? Did the project have adequate mechanisms to facilitate adaptation and address maladaptation? Have risks and assumptions been discussed with key stakeholders? Did the project learn from other relevant projects?	Public awareness activities carried out and population reached Number of people trained to implement, monitor adaptation s measures Extent of adaptation technologies/ practices developed and followed by the project	• Project document • Reports on trainings, workshops, seminars, • Observations/ findings from field visit • UNDP ATLAS Risk logs • Project Document	Interviews with project implementing partners and agency

Evaluative Questions	Indicators	Sources	Methodology
Efficiency - Has the project been implemented efficiently, cost-effectively thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Did the project adequately defined its objectives, outcomes and outputs and were verifiable? During implementation, were any mid-course corrections or changes identified? What corrections were identified? What was its potential implication for achieving the results?	Planned activity vs. actual funds leveraged Quality of RBM reporting (progress reporting, monitoring) occurrence of change in project design/implementation approach	PMU documents GEF-AMAT Tracking tool Logical Framework	Interviews with project implementing agency
Analysis of LFA/Results Framework (Project logic /strategy; Indicators)			
Does the logical framework capture the key elements of change or impact? Does the logical framework have 'SMART' indicators for measuring outcomes and objectives? Does the logical framework have appropriate, means of verification'? Are the milestones sufficient to track progress and foster management? Was the baseline information and data collection in relation to performance indicators updated? Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes? Did the project suggest revision/amendment to the designed project result framework (log frame) used to track delivery of outputs (activities)? What appropriate indicators and targets were revised to track outputs and outcomes?	Use of the GEF AMAT Tracking took Use of Logical Framework	PMU documents GEF-AMAT Tracking tool Logical Framework	Interview of the PMU
Monitoring and evaluation: design at entry and implementation phase			
Did the project monitoring procedures provide reliable reports to validate achievements? Does the project have clear roles and responsibilities for monitoring, evaluation, reporting, learning and review associated with adaptation management?			

Evaluative Questions	Indicators	Sources	Methodology
Was monitoring and evaluation supported with adequate budget allocations? Is the M&E framework effective for monitoring, evaluation, reporting, learning and review s?	Availability and quality of progress reports Timeliness and adequacy of reporting provided	PMU functions	Interviews with project implementing agency
Did the project suggest modifications to improve the quality of the monitoring responsibilities/reporting between executing agency, implementing partners and GEF-UNDP? Is the project steering committee familiar with the adaptive management procedures, GEF-UNDP reporting requirements? Are there any suggestions, lesson derived to improve/internalize the adaptive management (monitoring and reporting) tools with partners? Have the M&E capacities of implementing partners been adequately improved?	Existence, quality and use of M&E, feedback and dissemination mechanism to share findings, lessons learned and recommendation on effectiveness of the project	PMU documents	Interviews with project implementing agency
Did the project develop a communication plan to bring about awareness of the project, Are there any learning's and knowledge sharing platforms established by the project to exchange knowledge on adaptation to climate change at regional, national and community level? Did the project budget allocate sufficient fund to develop communication-advocacy and products (quarter/annual reports, SOP, operation manuals, audio visual and print products).	Existence and quality of dissemination mechanism	Communication plan	Interviews with project implementing agency and UNDP
Adaptive Management and Operational arrangements			
What type of adaptive management process and procedures were tested and established by the project? Did the project establish adaptive management procedures and arrangement were clearly followed? Does the project have clear mandates, roles and responsibilities for monitoring, evaluation, reporting,	Quality of RBM reporting (progress reporting, monitoring) Frequency of M&E capacity building trainings	PSC minutes for the meetings and reports Training reports Annual Work Plans	Interviews with project implementing partners and agency

Evaluative Questions	Indicators	Sources	Methodology
Learning and review associated with adaptation management? What were the implementation, execution, coordination, and operational issues? Was the project familiar with UNDP-GEF execution and operational approach for adaptive management procedure? Did the project experience any coordination and operational issue with the implementing Partners, UNDP and GEF Are the execution arrangements, roles and responsibilities clearly defined for partners? Are systems for monitoring and evaluation supported by adequate budget allocations that can extend beyond the project?			
How frequent the project conducted a participatory and inclusive exchange of information, lessons and experiences to monitor progress among partners and other stakeholders and community?	Frequency and Number of workshop meetings organized	Meeting reports Annual Work Plans	Interviews with project implementing partners and agency
Did the project mainstream adaptive management tools, set up by the project, within the national agencies governance and administration system to track progress and results of adaptation actions	Use of RBMF associated with adaptive management, ,delivery mechanism and management structure	Log frame/ RBMF GEF-AMAT-Tracking Tool	Interviews with project implementing partners and agency
Partnership Arrangement with relevant stakeholders involved at the country and region level			
`How was the partnership strategy devised for implementing the project? How does the partnership plan operate? Who are the major actors and partners involved in the project? Does the project have a Partnership arrangement with relevant stakeholders at the country and region level to coordinate and support the integrated climate change adaptation programmes? Are there institutional arrangements in place to coordinate the integration process?	Specific activities conducted to support the project between stakeholder and partners	• Project documents • Project Partners	Interviews with implementing partners and agency

Evaluative Questions	Indicators	Sources	Methodology
Are those arrangements based on (a) clear and strong mandate(s) and supported by adequate budget allocations? Do those arrangements include authority over fiscal policy? Do those arrangements include broad stakeholder participation across relevant, climate-sensitive sectors? Are those arrangements effective, i.e. is climate change adaptation coordinated across key national and sectoral decision-making processes?	Examples of supported partnerships Evidence that partnership linkages will be sustained Types of partnership cooperation and methods utilized	• • Field Visits	Interviews with project implementing partners and agency, UNDP
Project Finance			
What time, talent (human resource), technology, information and financial resources were incurred from allocated budget? Is the allocated budget for each outcome (planned activities) cost effective? Any additional cost for operation and implementation was required? Has the budget been reviewed and agreed to be realistic with key project stakeholders? Is the resource utilization cost effective? Is the funding adequate? Are there any obvious deficiencies in the budgets / financial planning? (*Coherence of the budget, do figures add up etc.*) Are the financial and administrative arrangements including flows of funds clearly described? Does the project have a realization of co-financing? What is the amount of co-financing that is actually delivered for by project? Does the project have finances secured for the future after the end cycle of the project? How realistic is the resource mobilization strategy?	Cost associated with delivery mechanism and management structure Cost in view of results achieved compared to costs of activities planned by projects co-financing plan at the beginning of the project	• AWP • Audit Report • Project Document	Interviews with project implementing agency
Evaluative Questions	**Indicators**	**Sources**	**Methodology**

Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Are the intended results likely to contribute to the stated objectives of the project" Are the outcomes realistic? Doe the project clearly present Change/Impact of intervention in a logical manner? Was the timeframe for implementation realistic? Were the project outcomes achieved within the stated duration of the project? Were the planned activities at Woreda and Kebele level appropriate to produce outputs? Were the activities appropriate to drive change along the intended objectives? Are impact drivers and assumptions clearly described for the objectives and outcomes? Are the roles of key actors and stakeholders clearly described for each objective and outcomes?	Adaptation actions implemented in national/sub-national development frameworks % of farmers adopting adaptation technologies, by technology type, disaggregated by gender. Strengthened capacity of extension agents to transfer appropriate adaptation technologies by capacity score % of targeted population covered by innovative insurance mechanisms, disaggregated by gender Number of climate resilient plans and investment strategies based on integrated climate resilient development plans in place and agreements for financing implementation	• Records of micro-finance, rotating credit and VSL schemes and Community level • CCA Capacity assessment, evidence of training and field demonstration of technology transfers • Gender disaggregated farmer survey including vulnerability reduction assessment relative to baseline • CCA capacity index scoring for both men and women	Interviews with project implementing agency and partners
Impact- What are the potential and realized impacts of activities implemented by the Project			
Have activities (achieved/planned) increased resilience to climate variability and improvement in the ecological status at community, national and regional levels?	% of geographical area improved in adaptation services	• Field Visits • Annual Progress Report	Interviews with project implementing agency and partners
Were weather variable conditions during implementation period affecting the performance of the project, either positively or negatively?	% of targeted population covered by innovative insurance mechanisms, disaggregated by gender	•	Interviews with project implementing agency and partners
Does the project foresee adequate measures to promote replication and scaling up innovative practices?	Institutional arrangements to lead coordinate and support	• `Field Visits • Annual Progress Report	

Does the project have a strategy to promote replication and up-scaling of autonomous adaptation actions	integration of climate change adaptation measures with development actions	• Field Visits • Annual Progress Report	
`**Sustainability:** To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
Does the design identify social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts?	Number and type of targeted institutions with increased adaptive capacity to minimise exposure to climate vulnerability.	• Field Visits • Annual Progress Report • Field Visits	Interviews with project implementing agency and partners- Woreda EPA, City
Does the project foresee sufficient scope to promote government and stakeholder awareness, interests, commitment to pursue the outcomes of this project? If funding is required to sustain project, does the project propose adequate measures / mechanisms to secure this funding? Are financial risks adequately identified and does the project describe a clear strategy on how to mitigate the risks to sustain the project? Does the project adequately describe the institutional frameworks, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project results? Does the project identify environmental factors, positive or negative, that can influence the future flow of project benefits? Is the project likely to generate the level of ownership by the national and regional stakeholders necessary to sustain the project? Does the project share corrective actions for the design, implementation, monitoring and evaluation of the project` Does the project have an action plan for exit strategy? Does the project share best and worst practices in addressing issues relating to relevance, performance and success of the project	Adaptation actions implemented in national/sub-national development frameworks Number of climate resilient plans and investment strategies based on integrated climate resilient development plans in place and agreements for financing implementation	• Capacity perception index, disaggregated by gender. • CCA capacity index scoring for both men and women.	Administration, Kebele Administration

Annexure .6. Terminal Evaluation Terms of Reference

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (*full* sized project titled Promoting Autonomous Adaptation at community level (PAA) (PIMs 4107).

The principal responsibility for managing this evaluation resides with the UNDP CO in Ethiopia. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 30 days according to the following plan: date 3rd September. 2016

Activity	Timing	Completion Date
Preparation	*3* days	3rd September , 2016
Evaluation Mission	*15*days	18th September, 2016
Draft Evaluation Report	*10* days	28th September, 2016
Final Report	*2* days	2nd October 2016

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The evaluation team will be composed of **1 international and 1 national consultant**. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The international consultant is the team leader and will be responsible for finalizing the report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum of MSc degree in Climate change adaptation, Natural resource Management or any related field.
- Minimum 10 years of relevant professional experience
- Knowledge of UNDP and GEF
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the biodiversity focal area
- Experience of working in Africa is desirable (for the International Consultant).

Language: Excellent knowledge of English language

Compliance of the UN Core Values:

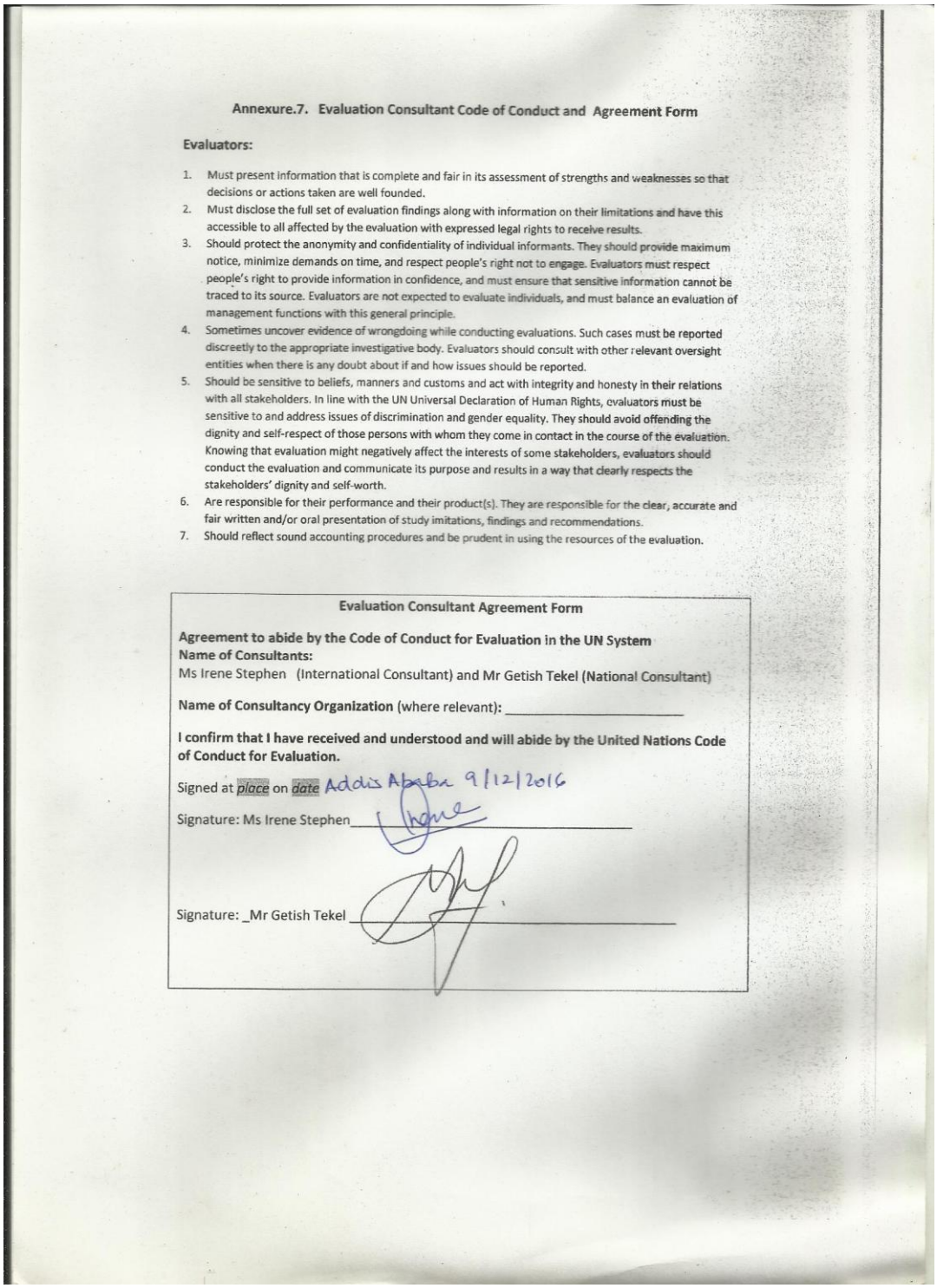
- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism; and
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Important Note:

The Consultant is required to have the above mentioned professional and technical qualifications**. Only the applicants who hold these qualifications** are advised to submit their respective bid proposals.

The **international consultant** will lead the overall Terminal Evaluation Report. He will lead the total evaluation exercise and production of the final terminal Evaluation which will be submitted to UNDP and the GEF. He will be responsible for the overall Terminal Evaluation. She/he will work with the Local consultant, who will arrange meetings both in Addis Ababa and at the site level. Provided translation and other similar services for the successful report production.

Annexure.7. Evaluation Consultant Code of Conduct and Agreement Form



Annexure.7. Evaluation Consultant Code of Conduct and Agreement Form

Evaluators:

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

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System
Name of Consultants:
Ms Irene Stephen (International Consultant) and Mr Getish Tekel (National Consultant)

Name of Consultancy Organization (where relevant): _____

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

Signed at *place* on *date* Addis Ababa 9/12/2016

Signature: Ms Irene Stephen_____

Signature: _Mr Getish Tekel _____