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Final Report

Final Evaluation of UNDP GEF-LDCF2 Project Afghanistan

Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks

UNDP PIMS#: 00087639 GEF Project ID: 5098

Project period reviewed: 27th April 2014 - 30th September 2019

Implementing Partner: Ministry of Agriculture, Irrigation, and Livestock

Responsible Partners: Ministry of Rural Rehabilitation and Development, National Environmental Protection Agency, and Ministry of Energy and Water



26th October 2019

Submitted to:

Livelihoods and Resilience Unit, United Nations Development Programme, Afghanistan

Cover Photo: GEF-UNDP CCAP and World Food Programme supported 16,000+ terraced plantations on the hill slopes of Khulm District, Balkh Province, which are watered using a solar water pump, three water reservoirs, and a drip irrigation system (GPS: 36.677527 N, 67.688848 E).

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ACKNOWLEDGMENTS

Many people facilitated Final Evaluation of the Climate Change Adaptation Project (CCAP). First, many thanks to Ms. Laura Rio, Head of the Livelihoods and Resilience Unit, UNDP and Mr. Mohammad Salim, Programme Analyst, Livelihoods and Resilience Unit, UNDP Afghanistan for providing overall facilitation in successful completion of the evaluation. Second, the Final Evaluation team would like to extend their gratitude to Wahid Sadiqi, Project Manager CCAP, Ministry of Agriculture, Irrigation, and Livestock (MAIL), and Mr. Ahamd Zia, Senior Livelihood Specialist, CCAP, and their teams who provided support and all the necessary information regarding the evaluation. Third, senior members of the CCAP project board and several high ranking officials of the Government of Afghanistan, United Nations agencies, NGOs, and academia spared their precious time to discuss performance of the project and lessons learned with the evaluation team.

UNDP support units including Security, Administration, Travel, and Regional teams provided excellent help for timely completion of the mission against different odds. Provincial teams of CCAP were available to answer any query or request for information immediately.

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EXECUTIVE SUMMARY

1.1 Project summary table

Project Title:	Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks		
GEF Project ID:	5098		
UNDP Project ID:	00087639 - National Implementation Modality		
Country/Region	Afghanistan/Asia and the Pacific		
Focal Area	Climate Change Adaptation		
Trust Fund:	LDCF/SCCF		
Duration:	27 April 2014 – 31 December 2019		
Total Budget:	USD 11,300,000		
Total expenditure (September 2019)	USD 10,613,925		
Implementing Partner:	Ministry of Agriculture, Irrigation and Livestock (MAIL)		
Responsible Partners:	Ministry of Rural Rehabilitation and Development (MRRD), National Environmental Protection Agency (NEPA) and Ministry of Energy and Water (MoEW)		
Project Financing	At CEO Endorsement (US\$)	At Mid-Term Review (US\$)	At Completion (US\$)
[1] GEF Financing:	9,000,000	9,000,000	9,000,000
[2] UNDP Contribution:	1,000,000	1,400,000	2,300,000
[3] Government- Cash:	30,000,000	0	0
[4] Government - In-kind	2,000,000	1,000,000	2,000,000
[5] Other partner (USAID)	70,000,000	0	0
[6] Total Co-Financing [2+3+4+5]:	103,000,000	2,400,000	4,300,000
Project Total Costs [1+6]:	112,000,000	11,400,000	13,300,000

1.2 Project description

CCAP is funded by the Least Developed Countries Fund (LDCF) established by the Global Environment Facility (GEF). The project had been designed to strengthen capacity of the Government of Afghanistan to integrate Climate Change Adaptation (CCA) into development framework and planning, support the development of alternative climate climate-resilient livelihood options for subsistence farmers as well as improve productive irrigation infrastructure so that agricultural productivity is not constrained under changing conditions (see Annex I for project information table). The following main results were expected from the project: Result 1: Climate change variability integrated into local planning and budgeting processes; b) Result 2: Rural income and livelihood opportunities for vulnerable communities enhanced and diversified; and c) Result 3: Productive infrastructure improvements. The project was initially designed to be completed within a duration of 5 years, from 27th April 2014 to 27th April 2019. Due to escalation in armed conflict in Afghanistan, the project could not undertake some activities as planned. Upon request of the project board, the project was extended till 31st December 2019. As the project nears its completion, UNDP Afghanistan commissioned this Terminal/Final Evaluation (TE) of the project (see Annex II for Terms of Reference) through a combined team of an international and a national consultant. This final report presents findings and recommendations of the final evaluation.

1.3 Evaluation rating table

The table below rates and summarizes achievements of the project:

(Please see Annex III for description of the rating scales)

Criteria	Rating	Comments
Monitoring and Evaluation: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of	MS	a) Efforts were made to meet M&E requirements of the project but there

Criteria	Rating	Comments
M&E		were several gaps in the results framework, establishing baselines and measuring and reporting outcomes, impact, and lessons. Full-time M&E Specialist was not hired. Given the ongoing conflict in Afghanistan, a reasonable job was done.
M&E design at project start-up	MS	a) Many results framework indicators were not relevant and SMART. Means of verification were specified but not budgeted in the M&E Plan. b) Narrative of the M&E process and M&E plan were generally adequate except the above omission. Budget for knowledge exchange, thematic studies, and exposure visits should have been added.
M&E at implementation	MS	a) Dedicated M&E Specialist, as planned, was not hired. One part-time M&E Specialist hired at later stage by CCAP could not spare time for the project. An international M&E specialist hired by UNDP on part-time basis for CCAP, could not go to field, verify data, report and advise on outcomes and provide support for conduct of studies. Knowledge exchange activities did not take place. However, progress reporting was good. UNDP undertook some outcome monitoring visits. b) Changes in the results framework after the MTR were not very satisfactory.
IA & EA Execution: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project implementation/ execution	S	a) Both UNDP and MAIL were successful in delivering hardcore interventions such as irrigation infrastructure or greenhouses. b) Delivery of softcore interventions such as CCA awareness creation, mainstreaming of climate change, outcome monitoring, documentation and sharing of impact and lessons was not so successful. c) CCAP was delivered in time on the original budget; extension time was necessitated due to availability of extra budget and unexpected security situation.
Implementing agency execution	S	a) MAIL had problem with start-up of the project due to change of government and staff performance. After change of leadership in 2015, MAIL hired a good team for CCAP, improved quantity and quality of delivery, and used CCAP performance to showcase its capacity in responding to climate change. b) MAIL was successful in reducing vulnerability at the ground level but success was not so satisfactory with mainstreaming and integration of climate change in terms of sharing and educating MAIL and others on climate change scenarios, creating climate change awareness, and planning and implementing CCA activities at community and provincial level. c) Performance on procurement, human resources, financial management and audits was satisfactory. But M&E function was not satisfactory.
Executing agency execution	S	a) UNDP worked hard for successful takeoff of the project by providing support, creating awareness on climate change concepts for all stakeholders, responding to operational challenges and managing emerging risks. b) UNDP provided motivation and troubleshooting support, facilitation for coordination and partnerships, quality assurance, and conducted evaluation studies in time. c) Progress reporting was realistic, timely, and shared with all the stakeholders. d) UNDP could not attract CCA mainstreaming expertise in time and its implementation in the field remained inadequate. Results framework was not satisfactory and subsequent changes were also not satisfactory either. Achievements on M&E, outcome monitoring, knowledge exchange, and co-financing had gaps.
Outcomes: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		

Criteria	Rating	Comments
Overall quality of project outcomes	S	<p>a) CCAP delivered well in reducing vulnerability of women and men but had moderate success in building adaptive capacity.</p> <p>b) The project was completed in time given that extension time was required to spend additional funds. Quality of many outputs is satisfactory. Outputs targets were completed within budget.</p> <p>c) CCAP successfully catalyzed the CCA agenda in the country and resulted in more funding from GEF.</p>
Relevance: Relevant (R), Not Relevant (NR)	R	<p>a) In line with the LDCF results framework, CCAP has reduced vulnerability and built adaptive capacity.</p> <p>b) CCAP contributes to SDG 13 (Climate Action), SDG 8 (Decent Work and Economic Growth), SDG 2 (Zero Hunger), SDG 5 (Gender Equality), SDG 1 (No Poverty), etc. CCAP directly responds to priorities of UNDAF</p> <p>c) CCAP contributes to “sustainable jobs creation and economic growth” priority of Afghanistan National Peace and Development Framework 2017-2021 and is aligned with National Comprehensive Agriculture Development Priority Program 2016-2020.</p> <p>d) All the outputs of the project related to livelihoods, productive infrastructure and mainstreaming of CCA have been found to be useful to the communities and the provincial and national government. Several interventions met livelihood needs of women.</p>
Effectiveness	S	<p>a) CCAP has been successful in improving resilience of livelihoods and, consequently, reducing vulnerability of both women and men to climate change.</p> <p>b) Income of men and women in the community has increased as targeted. Productive infrastructure improved water availability, reduced damage and loss due to floods and droughts, and increased income. Women have been equal beneficiaries, especially because of improved water availability. Soil degradation has reduced.</p> <p>c) Climate change risk and response awareness and mainstreaming of climate change had moderate success, as there are some gaps left in awareness creation, risk assessment, and adaptive capacity building.</p>
Efficiency	S	<p>a) Project is close to achieving all the original output targets before its closing date. With additional funds output targets were not revised in the results framework except for greenhouses. Some targets such as number of beneficiary households, rangeland rehabilitation etc., were revised down. Non-farm livelihood options were dropped. Overall target achievement is good, as several targets were exceeded.</p> <p>b) Outputs have been achieved within cost. Given the quality of several outputs, cost is justified. Exchange rate gain was mostly offset by higher inflation, keeping the purchasing power of the project almost constant.</p>
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U)		
Overall likelihood of risks to sustainability	ML	Project investment are of good quality, which are likely to sustain benefits for several years. However, without sufficient training on operation and maintenance, social organization, adaptive capacity, and funds for repairs, some risks remain to sustainability of benefits.
Financial resources	ML	Communities can spare funds for routine maintenance but do not have funds for major repairs. There are no clearly designated agencies or options to provide such funds.
Socio-economic	ML	Communities and government officials have good ownership of project investments but communities have not been organized into social groups such as water users associations, which can undermine sustainability.
Institutional framework and governance	ML	Accountability within government, monitoring, and adaptive capacity are weak.
Environmental	ML	Project investments do not pose any significant environmental threat. However, without ecosystem based approach natural disasters are likely to affect some project investments.

Criteria	Rating	Comments
Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental status improvement	M	Verifiable improvements in ecological status cannot be measured without an environmental survey.
Environmental stress reduction	N	Verifiable reduction in environmental stress cannot be measured without an environmental survey.
Progress towards stress/status change	M	a) CCAP is a climate change adaptation project and does not directly undertake mitigation activities. Vulnerability is reduced by improving incomes and reducing economic losses. b) Some plantations, rangeland rehabilitation, and reduction in soil degradation due to productive infrastructure is likely to bring some “Minimal” improvements to environmental status. Strengthening of adaptive capacity is likely to show progress towards stress/status change over time. Vulnerability reduction may indirectly reduce stress on the environment.
Overall project results	S	The project has largely succeeded in meeting its objective. Importance of climate change has been catalyzed, livelihoods of target rural households have improved, exposure to climate induced disasters has reduced, women have been empowered. Climate change integration has seen modest improvements. Success of CCAP will play a catalytic role in attracting more funds for climate change mitigation and adaptation in Afghanistan.

1.4 Summary of conclusions, recommendations, and lessons

1.4.1 Conclusions

- CCAP project design was generally good. Components of the project reflected priorities of GEF and the Government of Afghanistan. Weaker parts included no description about co-financing, poor analysis of outcomes and related indicators and results framework, no specific role and budget for responsible partners, inadequate sustainability arrangements/exit plan, and limited clarity on component 1 CCA Integration.
- Responsible partners and stakeholders were not happy with their role and resources in the project document and frequently complained that they acted only as observers in the project board meetings but they had no participation in the implementation of the project.
- Most of the additional funds received by CCAP were spent on component 2 resilient livelihoods and project management. The project is likely to spend all the funds before closure of the project.
- CCAP has satisfactorily achieved its objective and outcomes for component 2 livelihoods and component 3 productive infrastructure. Achievement against outcome of component 1 CCA integration had limited success as there were gaps in CCA mainstreaming and in building adaptive capacity.
- Quality of project investments is generally good, which are likely to sustain benefits for several years. However, sustainability/exit plan was not prepared and operation and maintenance and repair arrangements are mostly informal.
- Several interventions such as food processing centers, solar dryers, raisin drying rooms, honey bee-keeping were designed to benefit women, which resulted in increase in their incomes. Women were socially organized to support each other. Communities and districts giving greater role to women were rewarded.

1.4.2 Recommendations

- In the future, clear roles and resources should be defined for partners in terms of planning, implementation, and monitoring of project activities in the project documents.
- UNDP needs to ensure that results frameworks are prepared at design stage and used during implementation in line with the results-based management concepts and monitoring and evaluation arrangements are improved.
- It should be mandatory to include a sustainability/exit plan in the project documents.

- CCAP should quickly train master trainers of Citizens' Charter program implemented by MRRD to mainstream climate change adaptation all over the country.
- L&R Unit should piggyback "Mobile public awareness van" run by the Governance Unit to spread CCA awareness messages in the country.
- Like the Inception Workshop, CCAP should invite a wide range of stakeholders for a Closing/Lessons Learned Workshop to promote accountability, learning, visibility, and handing over and linking of the project investments to potential stakeholders.
- CCAP should urgently prepare and implement a sustainability plan to prolong benefits of project interventions.
- CCAP should revise Community Development Plans and Provincial Plans to reflect newly acquired CCA Integration skills.
- Similar projects in the future need to make sure that climate change awareness, integration, and mainstreaming are well-understood and get as much importance as building resilience and reducing vulnerability.
- Future initiatives should make sure that ecosystem based adaptation (reduction in ecosystem vulnerability) is ensured through valley and watershed level plans, awareness creation activities, and community level joint actions and monitoring.
- With the adoption of Afghanistan SDGs by GoIRA, UNDP has an enormous opportunity to mainstream climate change adaptation in government programming, budgeting, and monitoring and evaluation. In the future, all UNDP units need to be given responsibility for climate change awareness and adaptation in their respective areas of responsibility. Within UNDP, it is important to educate all the units about climate change causes, risks, resilience and adaptation options, and ways to mainstream climate change.

1.4.3 Lessons

- Stakeholder involvement should be clearly described as terms of partnership in the project document.
- Successful implementation of a project depends, among other things, on a highly qualified team with relevant qualifications and experience, motivation, and high energy. Guidance and support from senior leadership is essential to motivate and energize the team.
- CCA integration and mainstreaming activities have to be broad based and should cover the entire project cycle (planning, implementation, and monitoring).
- Livelihood activities should be of a sizeable scale to ensure good quality of products for marketing and to reap economies of scale for making profit, as in case of food processing centers or greenhouses.
- Operation and maintenance training and linkages with private sector and support providers are necessary to optimize benefits from livelihood and productive infrastructure investments.
- Optimal engagement of construction party (contractor or CDC) depends on size, complexity, and security context of a sub-project.
- Climate change awareness creation should be an ongoing activity in CCA projects.
- Women in remote and restricting communities should be reached through training and incentives for women from welcoming communities.
- Climate change awareness training creates self-monitoring among communities, which can result in ecosystem level improvements in environment.
- One key reason for good quality of project investments is decentralized procurement. Local construction companies are more accountable and perform better than those operating from Kabul.
- Sustainability of a sub-project depends on its quality, which, in turn, depends on realistic design and regular monitoring during implementation.

ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
ANDMA	Afghanistan National Disaster Management Authority
ANDS	Afghanistan National Development Strategy
ANPDF	Afghanistan National Peace and Development Framework
APR	Annual Progress Review
AMA	Afghanistan Meteorological Authority
AusAID	Australian Agency for International Development
AWP	Annual Work Plan
CCA	Climate Change Adaptation
CCAP	Climate Change Adaptation Project
CDC	Community Development Council
CDP	Community Development Plan
CEO	Chief Executive Officer
CPAP	Country Programme Action Plan
CPD	Country Program Document
CSO	Civil Society Organizations
DACAAR	Danish Committee for Aid to Afghan Refugees
DAIL	Department of Agriculture, Irrigation, and Livestock
DDA	District Development Assembly
DoEW	Department of Energy and Water
DoWA	Department of Women Affairs
DPM	Deputy Project Manager
DRRD	Department of Rural Rehabilitation and Development
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GEB	Global Environmental Benefit
GEF	Global Environment Facility
GHG	Green House Gases
GIZ	Deutsche Gesellschaft für Internationale
GoIRA	Government of Islamic Republic of Afghanistan
HDR	UNDP Human Development Report
ICIMOD	International Center for Integrated Mountain Development
LDCF	Least Developed Countries Fund
M&E	Monitoring and Evaluation
MAIL	Ministry of Agriculture, Irrigation and Livestock
MEA	Multilateral Environmental Agreements
MoEW	Ministry of Energy and Water
MoF	Ministry of Finance
MRRD	Ministry of Rural Rehabilitation and Development
MTR	Mid-Term Review
NAPA	National Adaptation Programme of Action
NAPWA	National Action Plan for the Women of Afghanistan
NCADDP	National Comprehensive Agriculture Development Priority Program
NCSA	National Capacity Needs Self-Assessment for Global Environmental Management
NEPA	National Environmental Protection Agency

NGO	Non-Governmental Organization
NHLP	National Horticulture and Livestock Productivity Project
NIM	National Implementation Modality
NSP	National Solidarity Program
OFWM	On-Farm Water Management
PDP	Provincial Development Plan
PIF	Project Identification Form
PIMS	UNDP-GEF Project Information Management System
PIR	Project Implementation Review
PM	Project Manager
PMU	Project Management Unit
POPP	Programme & Operations Policies and Procedures
Prodoc	Project Document
RBM	Results-Based Management
RTA	Regional Technical Advisor
SCCF	Special Climate Change Fund
SDG	Sustainable Development Goal
SGP	Small Grants Program
SHG	Self-Help Group
SMART	Specific, Measurable, Attainable, Relevant, and Time-bound
SME	Small and Medium Enterprises
SNAP	Afghanistan Strategic National Action Plan for Disaster Risk Reduction
SRACAD	Strengthening the Resilience of Afghanistan's Vulnerable Communities against Natural Disasters
TE	Terminal Evaluation
ToR	Terms of Reference
TT	GEF Tracking Tool
UN	United Nations
UNCBD	Rio Conventions—on Biodiversity, Climate Change, and Desertification
UNCCD	United Nations Convention to Combat Desertification
UNDESA	UN Department of Social and Economic Affairs
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCC	United Nations Framework Convention on Climate Change
UNHCR	United Nations High Commissioner for Refugees
UNOCHA	United Nations Office for Coordination of Humanitarian Assistance
USAID	United States Agency for International Development
USD	United States Dollar
WFP	World Food Programme
WUA	Water Users Association

1. INTRODUCTION

This Final Evaluation Report is the 4th and last deliverable of the contract for the Final Evaluation/Terminal Evaluation (TE) of the UNDP Afghanistan’s project titled “Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks”. The project is also known as the Climate Change Adaptation Project (CCAP) within UNDP Afghanistan and Ministry of Agriculture, Irrigation and Livelihoods (MAIL).

1.1 Introduction of CCAP

CCAP was funded by the Least Developed Countries Fund (LDCF) established by the Global Environment Facility (GEF). The project had been designed to strengthen capacity of the Government of Afghanistan to integrate Climate Change Adaptation (CCA) into development framework and planning, support the development of alternative climate resilient livelihood options for subsistence farmers as well as improve productive irrigation infrastructure so that agricultural productivity is not constrained under changing conditions.

The following main results were expected from the project:

- Result 1: Climate change variability integrated into local planning and budgeting processes;
- Result 2: Rural income and livelihood opportunities for vulnerable communities enhanced and diversified;
- Result 3: Productive infrastructure improvements.

The project was initially designed to be completed within a duration of 5 years, from 27th April 2014 to 27th April 2019. Mid-Term Review (MTR) of the project was completed in November 2017. Till the MTR, the project was on track in terms of timely completion of its activities despite loss of the first year due to political turmoil during the presidential election. However, due to escalation in armed conflict in Afghanistan, some project areas (Uruzgan and Herat) fell under insurgent control and Government offices in Balkh were forcefully closed by political protesters for a significant period of time. Major staff turnover and difficulty in hiring a suitable consultant for capacity building of Government on CCA significantly derailed the timeline of the project. Therefore, the Project Board made a request for extension of the project till 31st December 2019, which was granted by GEF.

Total budget of the project is US\$11,300,000 including 2.3 million from UNDP Core fund. CCAP has been implemented by the Ministry of Agriculture, Irrigation and Livestock (MAIL), Government of Afghanistan along with Ministry of Rural Rehabilitation and Development (MRRD), National Environmental Protection Agency (NEPA) and Ministry of Energy and Water (MoEW).

1.2 Objectives of the Final Evaluation

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP supported and GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. CCAP is a full sized, UNDP supported, and GEF financed project. Therefore, this study has been completed as terminal evaluation of CCAP. This Terminal Evaluation (TE) has been conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

Objectives of the evaluation are as follows:

- To assess the achievement of project results, and
- To draw lessons learned that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

1.3 Context of the project

Climate change is a global phenomenon but its effects are local. Physical implications are determined by local geography and micro level interactions between global warming, existing weather patterns, and local exposure and sensitivity. Climate Change has been recognized by the world community as a potential threat to the environment, eco-systems and development at the micro and macro levels. The UNDP Human Development Report (2008) states that Climate Change is one of the greatest challenges that humanity faces/or will be facing, and it is the world's most vulnerable populations that are immediately at risk¹. According to the "Climate Change Report 2014" prepared by the Intergovernmental Panel on Climate Change², some key conclusions related to Climate Change debate are as follows:

- Warming of the climate system is unequivocal.
- Human influence on the climate system is clear
- Anthropogenic greenhouse gas emissions have increased since the pre-industrial era, driven largely by economic and population growth, and are now higher than ever.
- In recent decades, changes in climate have caused impacts on natural and human systems on all continents and across the oceans.

A latest 2018 Emission Gap Report³ from United Nations Environment Programme suggests that global carbon dioxide emissions increased in 2017, after a three-year period of stabilization. If the emissions gap is not closed by 2030, it is extremely unlikely that the 2 °C temperature goal can still be reached

According to a World Bank report, an expected 2°C rise in the world's average temperatures in the next decades threatens South Asia's dense urban populations with extreme heat, flooding, and disease and could trap millions of people in poverty across the region. Among other impacts, droughts will especially affect north-western India, Pakistan and Afghanistan. Afghanistan has witnessed periodic droughts and floods due to untimely and heavy rainfall, flooding due to thawing of snow and ice, increasing temperature, frost, thunder and lightning. According to "Socio-Economic Impacts of Climate Change in Afghanistan"⁴ report prepared by the Stockholm Environment Institute with support from the Department for International Development, United Kingdom, mean annual temperature has increased by 0.6°C since 1960, at an average rate of around 0.13°C per decade. Mean rainfall over Afghanistan has decreased slightly (at an average rate of 0.5 millimeter per month (or 2 percent per decade) since 1960.

In the "Afghanistan Initial National Communication" paper prepared for the United Nations Framework Convention on Climate Change (UNFCCC), Government of Afghanistan has shown its commitment to implement a number of measures in response to Climate Change challenges, including water management, improvement of agriculture, forestry, and livestock activities, creation of off-farm employment, better disaster management, and promotion of climate change research and early warning systems.

1 United Nations Development Programme, 2007. "Human Development Report 2007/2008 – Fighting Climate Change: Human Solidarity in a Divided World"

2 http://www.ipcc.ch/pdf/assessment-report/ar5/syr/SYR_AR5_FINAL_full.pdf

3 <https://www.unenvironment.org/resources/emissions-gap-report-2018>

4 http://www.necsi.edu/afghanistan/pdf_data/2007447_AfghanCC_ExS_09MAR09.pdf

Preparation of National Adaptation Program of Action (NAPA) by a national government is a precondition for the receipt of GEF funds for climate change adaptation projects. NAPA Afghanistan was prepared in 2009 and revised in 2015. The NAPA vision for Afghanistan is to increase awareness amongst all stakeholders of the effects of climate change and climate variability on their lives and to develop specific activities that build capacity to respond to current and future climate change threats. According to a progress summary on NAPA available from UNFCCC⁵ (2015), activity data collection on greenhouse gas emissions, power generation and industrial processes, and agriculture and livestock activities had been strengthened; assessment of climate change impacts and climate change modelling efforts had been initiated; some capacity building activities had been undertaken; and CCAP, and crop insurance activity had been started.

A most recent (November 2016) and excellent analysis of the existing and potential effect of climate change in Afghanistan is documented in “Climate Change in Afghanistan – What does it mean for rural livelihoods and food security?”⁶. The report is an exhaustive documentation and analysis of hazards posed by climate change (changing rainfall, droughts, snow-melt, and floods cause by heavier rainfall or faster upstream snow-melt) and their impact on populations, provinces, and livelihood zones. The modelling covers data from the past 30 years and projections cover the next 30 years. Rainfall related droughts are forecast to affect livelihoods in the north and parts of the Central Highlands in the country. snow-melt related droughts are likely to affect vegetable, cereal, and fruit production in the areas surrounding Kabul. Effect of extreme-weather floods is almost ubiquitous in the country, sparing northwest of the country. snow-melt related floods seem to be concentrated in the eastern part of the Helmand River basin.

1.4 Climate change adaptation and security situation in Afghanistan

CCAP project document was prepared in the context of ongoing conflict in the country. Design of the project was clearly affected by the security concerns. Climate change challenge itself was seen as a threat multiplier in the context of social and political conflict in the country. It was understood that environmental degradation was not only an effect of climate change but also a result of the breakdown of the national and sub-national governments due to decades of war resulting in unchecked deforestation, desertification, overgrazing, etc. Women and children are disproportionately affected as they are responsible for fetching water, collecting firewood and grazing animals, etc. Environmental awareness and compliance by businesses and communities is very weak due to enforcement issues. Limited capacity of the government remains a challenge to respond effectively to these challenges. Due to the above situation, government tries to respond to the most urgent needs of the community while most important but long term priorities get ignored. Conflict in Afghanistan got worse than at the start of the project, affecting business in Kabul, and resulting in delays in implementation of the project in Uruzgan, Balkh and Herat provinces. CCAP achievements need to be evaluated in this context to acknowledge the difficulties faced by the project and UNDP while implementing the project.

1.5 Scope and methodology

UNDP TE Guidance mentions requirements of *UNDP Evaluation Policy, UNDP Programme and*

5 https://unfccc.int/files/adaptation/application/pdf/afghanistan_summary_cca.pdf

6 World Food Programme, United Nations Environment Programme, and Afghanistan’s Environmental Protection Agency, November 2016. “Climate Change in Afghanistan – What does it mean for rural livelihoods and food security?” <https://www.wfp.org/content/climate-change-afghanistan-what-does-it-mean-rural-livelihoods-andfood-security>

Operational Policies and Procedures (POPP), UNDP Handbook on Planning, Monitoring and Evaluating for Results (2009), GEF Council’s Revised Policy on Monitoring and Evaluation (2010), and Operational Guidance for GEF Agencies in Conducting Terminal Evaluations. TE is a summative assessment, which looks at project design, implementation, and progress towards impact.

Evaluation approach and methods have mostly been specified in the Terms of Reference (Annex II) and UNDP TE Guidance document. Essentially, a mixed-methods (qualitative and quantitative) approach was used to measure visible and invisible results of the project to provide a more complete and holistic picture of the performance of the project. Mixed-methods approach triangulates and utilizes data better than separate qualitative and quantitative data collection and analysis methods. Triangulation was achieved by combining information from review of project documents, review of secondary sources of information, direct observation, and coverage of views of UNDP, government, communities, and academia. Following methods of data collection were used:

- Document review
- Review of secondary sources of information
- Stakeholder interviews
- Field visits (direct observation); and
- Focus Group Discussions (FGDs)

The evaluation framed the evaluation effort around the criteria of *relevance, effectiveness, efficiency, sustainability, and impact*, as defined and explained in the UNDP TE Guidance. UNDP shared a set of questions covering each of the above-listed criteria for the preparation of the Inception Report. In line with UNDP TE Guidance, an Evaluation questions matrix, clarifying data collection process for each criterion, was also prepared (Annex IV). Rating areas and rating scales are provided in the Terms of Reference, which were used during the preparation of findings of this report.

Review of project related documents included: Project document, quarterly and annual progress reports, PIF, UNDP Initiation Plan, Annual Project Review/PIRs, project budget revisions, Monitoring & Evaluation (M&E) Plan, GEF Tracking Tool, mid-term review, lessons learned reports, national strategic and legal documents, and other materials, etc. (see Annex V for a complete list of the documents). To triangulate findings of the document review/desk review, the following stakeholders were interviewed or consulted in FGDs (see Annex VI for a complete list of data collection tools for interviews, FGDs, and site visits undertaken) and direct observations were made of the project outputs:

- a) Representatives of the participating government ministries and provincial departments (Ministry of Agriculture, Irrigation, and Livestock (MAIL); Ministry of Energy and Water (MoEW); National Environment Protection Agency (NEPA); and Ministry of Rural Rehabilitation and Development(MRRD). Afghanistan National Disaster Management Authority (ANMDMA), although not part of the Project Board, is also included as CCAP work overlaps with mandate of ANDMA in Disaster Risk Management (DRM), GEF Focal Point.
- b) Project Board, Head of UNDP Afghanistan’s Livelihood and Resilience Unit, Programme Officer, CCAP, UNDP, and CCAP consultants, Regional Technical Adviser, UNDP, a number of UN agencies working on climate change
- c) Representatives of one or two NGOs working on climate change and livelihoods both at the national level and in the provinces
- d) A representative of Geoscience Department of the Kabul University
- e) Community Development Council (CDC) members and beneficiary population including women

To conduct above interviews and FGDs systematically, evaluation questions had been included in the

Interview Checklists and FGD Checklists to cover all important areas of evaluation required by UNDP and further noted during the desk review. A field mission to Kabul, Balkh, Herat, and Panjshir provinces took place from July 4 to July 23, 2019 to interact with stakeholders and project beneficiaries (see Annex VII for Final Evaluation mission itinerary and Annex VIII for the list of person and groups interviewed). Several interviews in Uruzgan were conducted through phone.

Transcriptions of in-depth interviews and FGDs and direct observation notes were analyzed to stack themes and similar perceptions and opinions together in data groups. Groups of data was labeled to clarify meaning and labeled groups were related to the key questions and objective of the study to come up with findings. Progress and external quantitative and qualitative data were analyzed to understand timing, compare cost effectiveness, and assess sustainability issues, etc. Information from all the methods was triangulated to come up with robust findings and conclusions. Conclusions included in the report summarize findings in relation to the questions asked in the evaluation matrix while providing evidence for the opinions and ratings. Similarly, recommendations linked with the conclusions and evaluation questions suggest actions for the future.

Gender analysis covered gender aspects such as coverage of gender aspects in project design, participation of women in project activities, prioritization of interventions for women, CCA awareness among women, project team composition, gender related aspects of pollution impacts, stakeholder outreach to women groups, etc. External reports were collected and reviewed to provide contexts to the findings, conclusions, recommendations, and lessons learned. Protracted conflict in Afghanistan was a key backdrop factor affecting formulation of the project document and priorities and activities during implementation.

1.6 Limitations of the evaluation

Despite concerted efforts to collect comprehensive data on all important aspects of the project, some limitations were faced during the Final Evaluation process, which are listed below:

- a) Ongoing conflict in Afghanistan in general, and in some project provinces in particular, posed threats to random sampling of project districts and villages for field work. Uruzgan Province, for example, could not be covered during the field mission due to security threats. In other provinces (Balkh and Herat), the evaluation team had no choice but to visit relatively secure and nearby villages which may have received more resources and attention of the project staff. Results in the visited areas may not fully represent the actual achievements of the project in remote and insecure districts and villages.
- b) Availability of high level stakeholders in the participating ministries and departments could not always be ensured in some cases. Other persons designated to represent such a ministry or department were not familiar with the history of the project, which can result in incomplete information or opinion on certain issues. For example, in the Herat Province, the Director, Department of Energy and Water, had recently been transferred from another province and did not know much about activities of CCAP.
- c) Limited evaluation time due to required security approvals, inability to change schedule due to security concerns, and limited secure transportation options may not have allowed the evaluation team to focus on all the essential aspects of the evaluation.

As much as possible, efforts were made to overcome these limitations through better planning and through support from UNDP and MAIL.

1.7 Structure of the evaluation report

Structure of the report follows the outline provided in the Terms of Reference, which is based on the UNDP TE Guidance. The report is divided into three broad sections. After the executive summary, a chapter in the first section introduces the project, objectives of the evaluation, methodology, and limitations of the Final Evaluation. The next chapter describes development context of the project. Second section of the report is Findings, which are described in three chapters: Project Design/Formulation, Project Implementation, and Project Results, which includes, relevance, effectiveness, efficiency, country ownership, mainstreaming, sustainability and impact. The last section discusses conclusions, recommendations, and lessons learned. Annexes have been added in line with UNDP TE Guidance.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project start and duration

CCAP is the second LDCF/SSCF financed project in Afghanistan. First LDCF/SSCF project was executed by the United Nations Environment Programme (UNEP) and implemented by the National Environmental Protection Agency Afghanistan. LDCF1 started almost a year (3 May 2013) before CCAP. Objectives of both CCAP and LDCF1 are similar but CCAP puts more emphasis on improvement of livelihoods and covers a different set of provinces. CCAP was formally started on 27th April 2014 with a duration of 5 years and was expected to end on 27th April 2019. However, due to unexpected security situation in the project provinces and some additional funds being made available by UNDP, the project end date was extended to 31st December 2019 at no additional cost.

Project activities have been implemented in four provinces including Balkh, Herat, Panjshir, and Uruzgan.

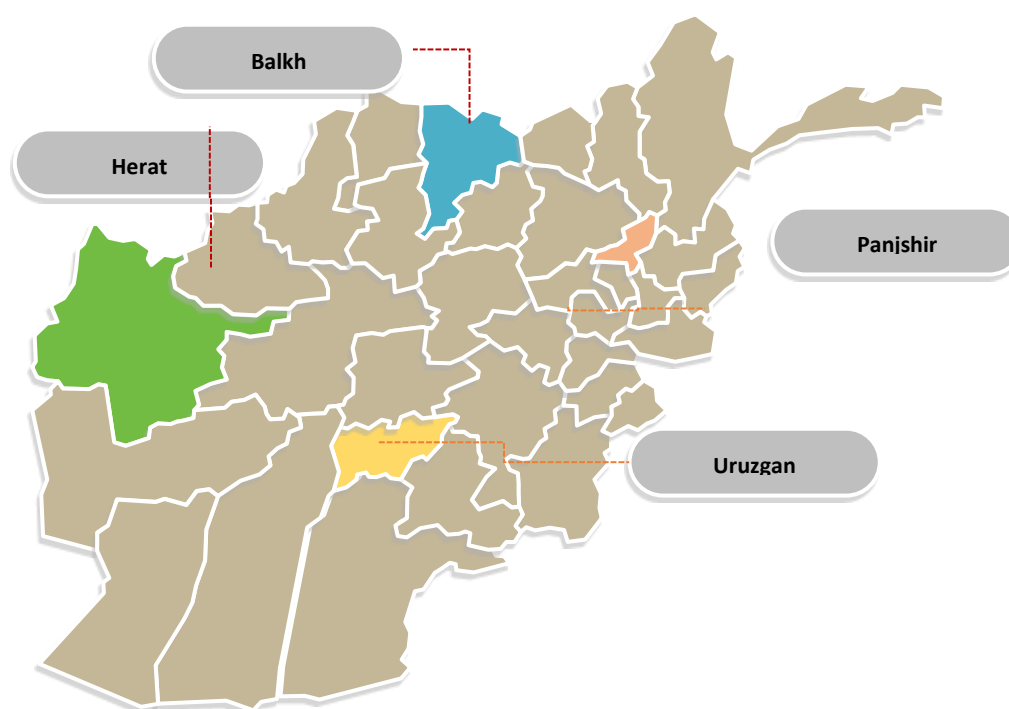


Figure 1: Map of the CCAP Provinces

With the original project start and end dates, and in accordance with UNDP and GEF requirements, mid-term review of the project was expected to be completed in 2016, but due to delays in project start-up and low delivery rate, the mid-term review was started in June 2017 and completed in November 2017. Final evaluation of CCAP was expected to be undertaken around December 2018 but was moved to June-September 2019 due to the extension in the closing date of the project.

2.2 Problems that the project sought to address

Rationale for the start of CCAP was described as worsening climate change challenges, which were adding to disaster events and threatening agricultural and livestock production thus making poverty worse. Inadequate awareness, limited capacity of government staff to manage climate change challenges, and limited availability of donor funds for climate change adaptation were identified as key factors hampering Afghanistan from responding to climate change challenges. The National Adaptation Programme of Action (NAPA) Afghanistan, 2009, elaborated the challenges further that the country was facing significant increases in temperature, frequent droughts, and worsening floods due to untimely and heavy rainfall and melting snow and ice. Floods and droughts were adding to soil erosion while wells and springs in already threatened areas were forecast to dry up. Water shortage could reduce production of crops and livestock causing displacement and mortality.

It was estimated that climate change related damage and loss could bring Gross Domestic Product (GDP) down by as much as 6%. Poor people who lived in rural areas were likely to be affected the most while urban areas were likely to see migration and stress on economic and social services; Women were likely to be affected more than proportionately due to displacement, scarcity of water, and due to sparse economic resources.

CCAP Project Identification Form (PIF) noted that the proposed project was fully consistent with the LDCF Programming Strategy, the main objective of which is to address the most urgent and immediate adaptation needs of the least developed countries. The project, which directly responds to the top priorities identified in the NAPA, seeks to reduce livelihood vulnerability in drought- and flood-prone communities through the rehabilitation and sustainable management of critical rangelands and watersheds, while enhancing and diversifying rural incomes and livelihood opportunities. The project formulation team consulted several relevant government ministries, donors, NGOs, and United Nations (UN) agencies to identify key causes of poor response and adaptation to climate change, which are listed below:

- a) Traditional adaptation and coping strategies (strengthening of river/stream banks, earthen water storage structures, etc.) of communities to respond to aggravating natural threats and disasters were found inadequate, resulting in reactive response and increasing vulnerability. Widespread poverty did not allow communities to come up with long term adaptation measures.
- b) Besides the communities, government was not able to respond effectively to climate change challenges as awareness and understanding of climate change risks and impacts among government officials was limited. Senior policy makers and government functionaries at provincial levels acknowledged poor awareness about the causes and risks of climate change, their implications for development planning and implementation and required skills to integrate climate change in development process.
- c) Deeper information on climate change vulnerability, risks, and adaptation options were limited. Communities, businesses, planners, and policy makers needed “reliable seasonal and short-term early warning information and long term trends and their implications. There was significant need to build capacity for environmental data collection and analysis and its application.
- d) Inadequate extension advice was being provided to communities for agriculture and livelihood diversification particularly to female headed households. Given significant number of widows in Afghan population, agricultural extension needed to cater to the needs of female farmers. Non-farm income was constrained due to limited market information, microfinance, business planning, and accounting knowledge of small entrepreneurs and their enterprises.
- e) Institutional capacity to plan for and address climate change challenges was low. Policies did not sufficiently address climate change concerns and environmental management institutions suffered from chronic deficiency of technical and managerial skills, which could have provided

support for climate change integration.

2.3 Immediate and development objectives of the project

CCAP PIF envisaged the following contribution of the project to global environmental benefits, as given in the Results Framework of GEF-5 Strategy:

- 1.1 Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas
- 1.2 Reduced vulnerability to climate change in development sectors
- 1.3 Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas
- 2.3 Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level

Immediate objectives of the project are given as component outcomes:

- a) **Outcome 1:** Climate change risk and variability integrated into local planning and budgeting processes;
- b) **Outcome 2:** Rural income and livelihood opportunities for vulnerable communities enhanced and diversified;
- c) **Outcome 3:** Productive irrigation infrastructure rehabilitated and improved.

Underlying the above objectives are the immediate needs of the conflict and poverty affected Afghan communities for humanitarian assistance. Humanitarian assistance is not the mandate of UNDP in the UN system but focus on food processing, green houses, honey bee making, solar dryer interventions, etc., meets immediate-to-medium term needs such as food security, income generation, and employment etc.

Longer term development objective of the project is to build resilience, which is given by its goal: *“To strengthen the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks.”* This objective could be achieved in the selected provinces by creating awareness, integrating climate change in community and provincial plans, climate proofing livelihoods, investing in climate resilient infrastructure, building capacity of provincial government, and taking an ecosystem based approach to watershed management.

UNDP believed that by giving voice to women and communities through social mobilization activities, by reducing conflicts in the community on water management, and by building capacities of government staff, local governance could be improved, which was likely to expedite national development.

2.4 Baseline indicators established

PIF listed the following indicators and statements in relation to baseline situation by components of the proposed project:

Component 1: Climate responsive local development planning

Under the business-as-usual scenario:

- There would be very limited knowledge within both national structures and the public about

climate change.

- National policy and strategy documents will not have any significant mention of climate change.
- Community Development Plans will continue to be formulated without considering climate change impacts.
- There will continue to be an absence of actionable climate projections and scenarios at the provincial level.
- There would not be any incentives or policies in place to encourage water conservation and sustainable management of natural assets.
- Conflicts between neighboring communities and between sedentary farmers and pastoralists over land and water resources would be likely to persist or exacerbate.

Component 2: Enhanced rural livelihoods

In the absence of CCAP:

- There would continue to be a low level of water storage capacity and a lack of infrastructure to conserve water and distribute it efficiently.
- Women would continue to be engaged in unpaid employment in agriculture and livestock activities.

Outcome 3: Productive infrastructure improvements

- Protective measures against climate change such as comprehensive watershed management will remain untested in Afghanistan.
- Agricultural productivity will remain low and subject to climatic conditions without systematic adaptation.
- Without CCAP, valuable water will continue to be wasted through runoff, soil erosion will remain high, and floods will continue to be extreme and severely damaging.
- Without CCAP, current rural infrastructure development projects will continue to suffer from lack of adaptation to climate change.

2.5 Main stakeholders

CCAP is implemented by the Ministry of Agriculture, Irrigation and Livestock (MAIL), Government of Afghanistan. A Project Management Unit (PMU) coordinates operations and manages the project (see Figure 2 below). Associated responsible parties in this project are the Ministry of Rural Rehabilitation and Development (MRRD), the Ministry of Energy and Water (MoEW), and the National Environmental Protection Agency (NEPA). Provincial and district level offices of MAIL provide necessary logistic and substantive support in the targeted provinces and districts. Implementation assurance at the country level is provided by the Livelihoods & Resilience Unit of UNDP Afghanistan. The project is supported at the regional and global level by the Regional Technical Adviser appointed by UNDP.

Project Board is responsible for overseeing the project activities, which comprises representatives from MAIL as chair, and NEPA, MRRD, MoEW, UNDP as members. Other relevant stakeholders, such as NGOs working on climate change and Kabul University are invited occasionally as observers. The Board is expected to meet twice a year to review project progress, approve project work plans, budgets, procurement plans, and human resource plans and take other strategic decisions. The Board is responsible for ensuring alignment of plans with project outcomes. The Board arbitrates any conflicts among stakeholders. UNDP is responsible to GEF for delivering the expected results and reporting on the results. UNDP has authority to commission audits, review project expenditures,

procurement, and financial services. UNDP is responsible for learning and knowledge sharing, and conduct of mid-term review and final evaluation, etc.

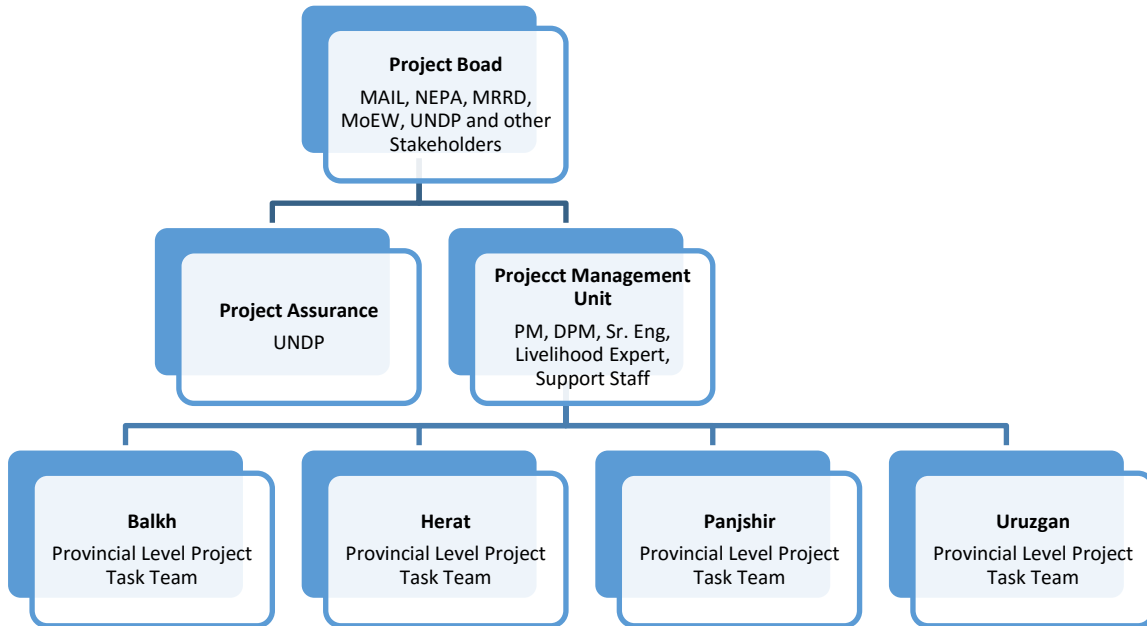


Figure 2: Project Management Structure

A complete list of the project stakeholders is given below:

Main stakeholders of the project include the following:

- a) National: MAIL, MRRD, MoEW, NEPA
- b) UN: United Nations Environment Programme (UNEP), Food and Agriculture Organization (FAO), UN Habitat, World Food Programme (WFP)
- c) Donors: United States Agency for International Development (USAID), World Bank, Australian Aid (AusAID)
- d) Provincial: Provincial offices of MAIL, MRRD, MoEW, NEPA; Provincial Governor Offices
- e) Academia: Kabul University
- f) NGOs: Focus Humanitarian Assistance
- g) Community: Community Development Councils, Women Self-Help Groups

With the original project start and end dates, and in accordance with UNDP and GEF requirements, mid-term review of the project was expected to be completed in 2016, but due to delays in project start-up and low delivery rate, the mid-term review was started in June 2017 and completed in November 2017. Final evaluation of CCAP was expected to be undertaken around December 2018 but was moved to June-September 2019 due to the extension in the closing date of the project.

2.6 Expected results

At the project level, CCAP aimed to increase resilience of targeted populations against climate change risks. From the perspective of the GEF Tracking Tool, CCAP was expected to contribute to reduction in economic losses due to climate change factors. The contribution was expected through reduction in vulnerability against climate change and by building capacity of local populations and government to respond to climate change risks. Component was expected results are given below.

Component 1: Climate responsive local development planning

- The project was expected to address low institutional capacity and planning to address climate change and low awareness and understanding of climate change risks and impact.
- The outcome will build capacity to assess risk and vulnerability, evaluate trade-offs and integrate cross-sectoral initiatives. The plans will be territorial and will take into consideration other plans (such as river basin plans) Capacities for supporting climate risk management at sub-national level will be strengthened.
- Capacity for integrating local sector intervention plans and disaster risk plans into climate resilient green development planning at CDC level will be built through the training of selected district planners, local development agents and community development councils in approaches and methodological tools for area-based, integrated and participatory planning processes.
- Relevant technical and policy staff within MAIL and sector Bureaus/Departments will be trained
- in gap analysis, interpretation and use of geo-spatial and GIS information in planning, scenario analysis and investment appraisal so that they have enhanced skills to future identify adaptation opportunities, prioritize them and design integrated programmes to tackle them.
- LDCF resources will also help MAIL and NEPA update the NAPA

Component 2: Enhanced rural livelihoods

- This component was expected to address the limited availability and use of information on climate risks and adaptation options and low levels of extension advice for agriculture and livelihoods, especially for female headed households.
- This outcome was expected to enhance livelihoods diversification efforts in Afghanistan and was expected to contribute to strengthening the resilience of poor rural women and men to climate change and associated extreme weather events.
- CCAP was expected to strengthen technical capacity of DAIL and DRRD and help reduce poverty.
- The project was expected to contribute to improving the livelihoods of rural women with an angle of climate resilience by training women's self-help groups on income generating activities that are not dependent on agriculture and can be sustained despite climate shocks as well as supporting small businesses like eateries, home appliances repair and cell phone maintenance.
- The project would improve watershed management and contribute to reducing soil erosion and flooding by rehabilitating 2,000 hectares of degraded rangelands planted with stress resistant seedling varieties.

Outcome 3: Productive infrastructure improvements

- Small-scale storage reservoirs would be built in selected river sub-basins in 12 communities.
- Flood control walls would be erected to mitigate the impact of flash floods and snow-melt.
- The initiative would introduce water harvesting techniques in 12 communities and drinking water schemes in 3 girl schools that face serious drinking water scarcity problems.
- Irrigation infrastructure such as traditional *karez*es (underground irrigation canals) will be cleaned and lined to ensure reduced water leakages and improved delivery.
- Check dams, contour bunds and other facilities to conserve water and enhance groundwater recharge would be built.
- Use of solar pumps and micro hydro power to provide green sustainable sources of electricity will be put in place where necessary.

2.7 CCAP web links

1. Project website, UNDP Afghanistan
http://www.af.undp.org/content/afghanistan/en/home/operations/projects/environment_and_energy/ClimateChange.html
2. Medium
<https://medium.com/@UNDPaf/undp-and-climate-adaptation-in-panjshir-4d827d217376>
3. YouTube
<https://www.youtube.com/watch?v=ctA5hmEM9js>
4. Agence France-Presse (AFP)
<http://www.af.undp.org/content/afghanistan/en/home/presscenter/IntheNews/Climate-change-fuels-insurgency-Afghanistan.html>
5. Flickr
<https://www.flickr.com/photos/undpafghanistan/sets/72157673735825681>
6. Climate Change Adaptation Portal, UNDP Afghanistan
<http://adaptation-undp.org/explore/afghanistan>
7. Climate Change Adaptation Project on Twitter
<https://twitter.com/i/moments/883864217689800704>
8. Climate Change Adaptation Project on Facebook
<https://www.facebook.com/Climate-Change-Adaptation-Project-CCAP-1822421664710668/>

3. FINDINGS

3.1 Project design/formulation

Box 1: Evaluation Criteria – Relevance/Effectiveness

- Is the project design appropriate to address the substantive problem that the project is intended to address? How useful are the project outputs to the needs of the target beneficiaries?
- Are the project’s objectives and outcomes clearly articulated, feasible, realistic?
- Are the underlying assumptions on which the project intervention has been based valid? Is there a clear and relevant Theory of Change?

3.1.1 Analysis of LFA/results framework (project logic/strategy indicators)

Results framework shows the logic of a project design: How, at the planning stage, goals or intended impact help define specific objectives or expected outcomes of a project, which in turn help define outputs that will influence the expected outcomes. Once outputs are defined, it is easier to list a sequence of activities and inputs that will lead to creation of that output. In this planning process, certain conditions are assumed to hold (assumptions/risks) for the logic to remain valid. When a project is implemented, the results framework is used to monitor progress and at the end of the project there arises the need to assess if the logic of the results chain made sense in the real world and truly reflected the actual results achieved by a project.

Project flowchart on page 16 of the project document captures the central logic of the project but it is not a complete or clear theory of change. It is more like a problem tree diagram in problem analysis combined with theory of change diagram. The chart starts with a list of problems which perpetuate low climate resilience in Afghanistan. Next, it shows the three project components to address the listed problem of low resilience to climate change. Going further right, the chart lists immediate and intermediate outcomes resulting from the three components. Finally, the outcomes are shown to strengthen resilience of rural livelihood options. While the chart captures broad logic of project interventions and expected outcomes, causal links are not clearly shown and are not systematic. For example, irrigation infrastructure is not shown to improve an outcome such as increase in income of farmers the outcome itself is listed as “Productive infrastructure improvements”. In a theory of change diagram, components would produce multiple and non-linear outcomes, none of which is shown here. Evidence supporting causal links (what shows that “support to livelihood diversification” leads to improved rural income), unlike in a theory of change diagram, has not been presented.

CCAP original logframe correctly specified the intended output and outcome statements. However, there were several issues in the vertical and horizontal logic of the original results framework. The MTR team had noted the following issues in the logframe:

- UNDP Results Based Management (RBM) terminology and concepts were not used consistently
- Vertical logic of the logframe (from output to outcomes to impact) was not coherent
- Logframe mixed up output and outcome statements and indicators
- Most of the outcome and impact level indicators were not aligned with the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) criteria.
- Baseline and end-of-project surveys were not planned to populate values of *outcome* and *impact* indicators making it more difficult to come up with more specific, relevant, and measurable

indicators of *outcomes* and *impact*. Baseline values of outcome and impact indicators were not populated.

- Process indicators⁷, generally favored by GEF, were missing from the CCAP logframe
- Logic behind setting of end-of-project targets was not clearly mentioned, which made it difficult to assess appropriateness of the target values.
- Without baseline and endline statistical surveys, the only alternative to assess outcomes is through the MTR and the Final Evaluation, whereby the beneficiaries and stakeholders are reached systematically. But MTR and Final Evaluation can use only qualitative methods to observe or measure outcomes.
- Significant changes in the output indicators by the project team were necessitated due to evolving situation analysis, realities on the ground, recommendations of the Project Board, security situation, non-availability of certain human resources, and the need to monitor results by gender.

Final evaluation team agrees with all the above observations made by the MTR team. Several changes in the logframe at the time of the MTR and many recommendations of the MTR team regarding the logframe, however, were not accepted by the Office of the Regional Technical Adviser, UNDP/GEF. Revised Results Framework is given in Annex IX. A list of the rejected changes and comments on the proposed changes are given below:

- Changes in the “Objective” level indicators were not accepted. One of the remaining indicators “Domestic finance committed to the relevant institutions to integrate climate change information in development planning” has not been reported by the project, as it was not considered a feasible outcome by the project. It is not clear how the Final Evaluation should judge performance of the project against this indicator without any information. It is not clear why this indicator was not reported even after rejection by the RTA/GEF.
- One of the rejected indicators at “Objective” level was “% average increase in wheat yield 2016 compared to (Baseline 2016)”. This indicator was recommended for the modified logframe as it was easier to measure as a proxy of increase in productivity due to availability of more water for crops. Without this indicator it becomes difficult to measure whether resilience of rural communities improved after the implementation of the project. This indicator was placed under component 3, however. But no baseline, annual, or endline values of this indicator were reported by the project.
- Original logframe did not have any outcome level indicators for component 1: CCA Integration. Four outcome level indicators were proposed during the MTR, which were all rejected by the RTA/GEF. As an example of the implications of such rejection, the project has delivered training on climate change awareness without reporting and data on the outcome indicators; how is it possible to assess whether the component 1 made any progress towards outcomes.
- Under component 2: Resilient Livelihoods, one out of the three proposed indicators was rejected, which was related to rangelands, which may not be a serious issue.
- Under component 3: Productive Infrastructure, all three proposed outcome level indicators were dropped by the RTA/GEF, again sending the signal to the project management that they should focus on outputs rather than outcomes.

One of the reasons cited by UNDP during the MTR for mixing up outcome and output level indicators was that ATLAS reporting did not allow this differentiation. It was pointed out to UNDP that paper version of logframe could differentiate between the two types of indicators as the reports based on the logframe were read by several stakeholders including project staff and the Project Board; UNDP could still club together two types of indicators in the ATLAS reporting module, which is used only by higher management of UNDP. Final Evaluation team believes that if the above shortcoming in the

⁷ Stadelmann, Martin; Michaelowa, Axel, Butzengeiger-Geyer, Sonja, Köhler, Michel, 2011. *Universal metrics to compare the effectiveness of climate change adaptation projects*

ATLAS reporting module is real, then UNDP needs to adapt ATLAS logframe reporting module as soon as possible, as it is clearly not in line with the principles of RBM and the UNDP Handbook on Planning, Monitoring, and Evaluating for Development Results.

3.1.2 Assumptions and risks

Risks, in general are a negative statement of assumptions. Assumptions and risks listed in the original logframe were valid but in many cases did not match the level of the results (vertical logic) or requirements of a specific output or outcome in a line (horizontal logic). For example, “Poor provincial response to the leadership role from MAIL” was listed as a risk at component level for Component 2: Resilient Livelihoods. This is a risk shared by all the components and could be listed at the “Objective” level. Similarly, an indicator on “Crop productivity level from integrated agriculture (X tons of crop per hectare) needed to assume that factors of production not controlled by the project (seeds, fertilizer, pesticides, quality of land, technology, etc.) did not change over the life of the evaluation period, as productivity can increase as a result of improvement in any of the other factors of production. If this assumption does not hold, it becomes difficult to attribute improved production to the efforts of the project.

3.1.3 Lessons from other relevant projects (e.g., same focal area) incorporated into project design

The project document mentions several completed and ongoing projects which have similar or overlapping objectives with CCAP. CCAP project document sought to build on the work of those projects and aimed to influence ongoing initiatives. At the time of filing of the Project Identification Form for CCAP, GEF was funding the Initial National Communication to UNFCCC and the National Biodiversity Strategy and Action Plan. UNEP/NEPA had started implementation of LDCF1 project, funded by GEF. CCAP project document did not cite any lesson from LDCF1 but vowed to learn from its lessons. National Solidarity Programme (NSP), a multi-donor initiative, was mentioned as some of its activities such as irrigation and water supply overlapped with CCAP’s interventions and included project areas of CCAP. Similarly, UNDP’s National Area Based Development Programme, Asian Development Bank’s Community Based Irrigation Rehabilitation and Development project, USAID’s Irrigation and Watershed Resource Management Program, etc., were described but lessons learned from these projects and clear areas of collaboration were not mentioned.

The project document also mentioned some projects and programmes for building linkages with CCAP, including World Bank’s Afghanistan Rural Enterprise Development Programme. But the document did not specify reason and form of the linkages with these projects, except some possible training for the Afghanistan Meteorological Authority (AMA).

While it seems that the project formulation team did undertake very useful stakeholder consultations, systematic synthesis of lessons for CCAP in terms of design, planning, implementation, monitoring, impact, and evaluation, etc., have not been mentioned in the project document. Several rural enterprises, rural livelihoods, and rural infrastructure projects had been completed in Afghanistan and many GEF projects on the themes of adaptation had been completed worldwide by the time of preparation of the project document. Besides, GEF and other donors regularly publish lessons learned reports⁸, workshop summaries⁹, and project evaluations to benefit other entities and projects, which were mostly not mentioned in the project document.

8 Global Environment Facility, 1998. “Summary Report - Study of Project Lessons”.

9 Global Environment Facility, 2010. “Sub-Regional Workshop for GEF Focal Points in Asia”.

3.1.4 Planned stakeholder participation

Starting from the design of the project, UNDP had a very good approach in terms of involving the relevant stakeholders of the project. For project formulation, wide ranging and frequent consultations were held with MAIL, NEPA, MoEW, MRRD, and Ministry of Finance (MoF) in Kabul. Other than the government, the formulation team consulted donor agencies (USAID, World Banks, Danish Embassy, AusAID, etc.), NGOs (ACTED, CARE International), and UN agencies (UNOCHA, FAO, WFP, UNHCR, and other stakeholders such as Kabul University. Opinions and suggestions were solicited on selection of the provinces, capacities of government, ways to integrate climate change in planning, gap analysis of livelihood approaches, and identification of specific interventions for the project.

At the provincial level, UNDP Programme Manager and a consultant visited several provinces and met with Provincial Governors, District Governors, provincial directors of MAIL, NEPA, MoEW, and MRRD, representatives of CDC and District Development Assemblies (DDAs). This provincial visit resulted in a very useful list of issues and recommendations from different stakeholders and a detailed needs and vulnerability analysis. However, one problem that UNDP faced consistently at that time was general lack of awareness among national and sub-national government and even donors on causes, impacts, and risks of climate change and options for adaptation and UNDP had to educate several stakeholders.

CCAP Project Board was constituted to include important and relevant ministries from the Government of Afghanistan as members, and academia, NGOs, and some UN agencies as observers. However, clear roles and responsibilities in implementation and monitoring were not assigned to any stakeholder other than MAIL. This gap may have reduced ownership of other agencies, as might have been confused as to what they were supposed to do in relation to the project implementation other than providing moral support and suggestions. A Matrix of Stakeholder activities accompanied by a positive narrative was included as an annex in the project document but the list of activities was very general and voluntary on part of any stakeholder. It was not clear whether UNDP or MAIL, or some clear mix of both, was responsible for ensuring stakeholder participation.

Project inception workshop was a good forum to review the project design, agree on implementation approach, and get general support. Minutes of the Inception Workshop show that a wide range of stakeholders participated in the workshop and many interesting and useful discussions took place. UNDP and MAIL have been quite proactive in sharing progress reports and project related information with stakeholders, as several reports, videos, and impact stories were shared through the social media. Annual plans were widely discussed before finalization. Emerging stakeholders on climate change, such as GEF funded and MAIL and FAO implemented adaptation projects were invited to the Project Board meetings. However, Both UNDP and MAIL were generally not very proactive with co-financing partners.

3.1.5 Replication approach

Replication is defined by the TE Guidance as *“Activities, demonstrations, and/or techniques are repeated within or outside the project, nationally or internationally”*. CCAP branded itself as a demonstration project on climate change adaptation, to be replicated at other places depending on success of the project interventions. Replication, however, first of all requires knowledge transfer by documenting process of positive change and lessons learned. Project document intended to share lessons learned and best practices during and after implementation. Sharing of lessons certainly has happened between CCAP and CDRRP, the other GEF funded project implemented by MAIL in the form of sharing of expertise of Senior Engineer and Senior Livelihood Officer with CDRRP, and learning visits by CDRRP provincial staff to CCAP provincial offices. Some lessons have been documented in the progress reports but progress reports are shared mostly with UNDP and the Project Board members.

Project document mentioned that Adaptive Learning Mechanism (<http://www.adaptationlearning.net/search/node/afghanistan>) website would be used to share lesson learned and best practices with the international stakeholders. A review of the website shows that only a summary of the PIF document was uploaded in 2012. Social media has been used by the project to share achievements of the project, but no document on lessons learned or best practices has been prepared or shared with wider audience.

In terms of replication through the involved institutions, it seems that only MAIL will be learning from and replicating some of the successes of CCAP. Replication of adaptation action through annual budget activities seem uncertain, as provincial directors of DAIL have not been provided any systematic exposure of the project or training on lessons learned and best practices. Some replication of climate change awareness training is likely to happen as NEPA is the main provider of trainers.

3.1.6 UNDP comparative advantage

Under this heading UNDP Afghanistan should have described why it was the best candidate to undertake the project among many other competing agencies. In the context of Afghanistan, UNDP clearly had a comparative advantage in executing GEF projects, as it worked very closely with government both in policy formulation and in delivery of hardcore interventions; UNDP had knowledge of the working of the Government of Afghanistan, connections at important places within the government, and clout and leverage to enforce compliance with agreements and policies and ensure quality of work. Globally, UNDP supports national plans called National Determined Contributions to reduce greenhouse gases and manages climate adaptation and mitigation portfolio in 140 countries, which seek to integrate climate change risks in national plans and take actions to promote climate-neutral sustainable development¹⁰. UNDP connects countries with LDCF, Green Climate Fund and other sources of adaptation and mitigation funding. However, most of these advantages are either not described under this heading in the project document or are buried in the description of UNDP's ongoing work with the government, which is not relevant under this heading. Also, there is discussion on what UNDP would do to achieve objective of the project but almost no substance on why it is in the best position to execute this project among a host of other agencies in the country.

3.1.7 Linkages between project and other interventions within the sector

The project document described various projects, which were relevant to CCAP, as the sectors of development or interventions overlapped with each other. However, specific linkages and working partnerships with specific projects were missing. For example, LDCF1 was mentioned as a relevant project for CCAP but there was no discussion on what were the areas of learning or what were the specific steps for collaboration and learning to happen. In fact, there is no concrete evidence that CCAP tried to learn from LDCF1 experiences. Similarly, several ongoing livelihood and enterprise development projects were mentioned in the project document for linkages but it was not clear how the linkages would work or if some budget would be required for the information exchange activities. Project staff was mostly not taken on exposure visits to other projects and initiatives in Afghanistan. A key stakeholder for integration of climate change was the Ministry of Economy (MoE), as the Provincial Development Plans (PDPs) are coordinated and printed by the MoE. USAID, World Bank, and the International Fund for Agricultural Development have implemented and are implementing several projects on improving livelihoods of rural communities. The project document did not specify

¹⁰ <https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/planet/climate-change/enhancing-adaptation-and-resilience.html>

how the project would contribute to those initiatives or how it would learn or gain from those projects. The same applies to the third component: Productive Infrastructure.

3.1.8 Management arrangements

CCAP was formulated to be implemented through NIM Implementation Modality (NIM) by UNDP through MAIL. However, according to the CCAP Annual Progress Report 2014, after the start of the project, MAIL requested UNDP to change implementation arrangements by allowing MAIL to recruit the staff of the project management unit under National Technical Assistance arrangement instead of UNDP contract. Under UNDP contract, the staff would have to follow more stringent security protocols, which would restrict their movement. Also, hiring by UNDP was costlier. UNDP accepted the request. But this request required changes in the project document and delayed the project implementation. Another problem that arose when UNDP tried to transfer project funds to MAIL was that MAIL was not allowed by the Ministry of Finance to receive UNDP funds directly in their bank account. UNDP had to start a lengthy process to overcome this issue as UNDP could not transfer funds to the Ministry of Finance. After Harmonized Approach to Cash Transfer (HACT) assessment by UNDP, it was agreed that the project would be allowed to get direct reimbursements from UNDP against periodic expenses.

The project board included representatives of the participating ministries with MAIL acting as Chair. Other stakeholders could also be invited to the board meetings. Role of the project board was well defined in the management arrangements proposed in the project document. The Project board was supported by a Project Management Unit (PMU) comprising a project manager, deputy project manager, senior engineer, livelihoods expert, and support staff. PMU missed a position of M&E expert who could have reported progress, monitored implementation, and documented progress on outcomes and lessons learned besides providing support in planning and communication. Deputy Project manager was expected to play this role who was hired in 2016 but later removed. However, it was a misplaced expectation as M&E position requires certain independence from operations to ensure candid reporting. While UNDP hired an international reporting consultant and MAIL hired an M&E specialist, both sharing their services among three projects, they could not fill the gap created in the absence of an M&E specialist on the team.

PMU was supported by four provincial teams in the four provinces comprising a field coordinator (design engineer), a monitoring engineer, a livelihoods officer, a technical assistant and support staff. The task of climate change awareness and climate change integration (component 1) was assigned to the livelihoods officer besides the work of component 2: Resilient livelihoods. It was a difficult combination as CCA integration and climate change awareness require very different skills than for improvement of livelihoods. Project should have considered hiring CCA awareness and integration specialists both in Kabul and provinces to proactively manage work of component 1. Provincial offices were initially not provided with social mobilizer, a very essential position, as organization and training of male and female groups in management skills is a time consuming job.

Roles of UNDP and PMU were well specified in the “Management Arrangements” section. However, no mention was made of responsibility for co-financing, linkages, and partnership building.

3.2 Project implementation

Box 2: Evaluation Criteria – Efficiency

Was the project implemented efficiently, in-line with international and national norms and standards?

- To what extent did the project start-up activities adhere to the agreed approach and methodology?
- If there were delays in project start-up, what were the causes of delay, and what was the effectiveness of corrective measures undertaken? Do start-up problems persist?
- To what extent did the project start-up activities adhere to the agreed approach and methodology?
- If there were delays in project start-up, what were the causes of delay, and what was the effectiveness of corrective measures undertaken? Do start-up problems persist?
- What has been the quality of execution of the implementing partner, and if applicable where are there specific areas for improvement?
- To what extent were adequate resources secured prior to project implementation?
- Is there an appropriate mechanism for monitoring the progress of the project? If yes, is there adequate usage of results/data for programming and decision making?

3.2.1 Adaptive management (changes to the project design and project outputs during implementation)

As noted in the above chapter, changes happened in the implementation modality and funds transfer mechanism between UNDP and MAIL. As part of component 1, CCAP had target of preparing climate change scenarios for the four project provinces to fill the gap on lack of credible information on the impacts and risks imposed by climate change, especially in the context of agriculture sector. In 2016, the project board decided to increase the scope of this work to all the 34 provinces of Afghanistan, which is a positive change in the scope of the project.

CCAP planned to build resilience of communities by improving farm income and by diversifying non-farm sources of income. A target for training of 50 rural entrepreneurs and 30 Small and Medium Enterprises (SMEs) in business development had been set in the project document under component 2. In this regard in 2015, the project provided training on accounting, financial management, business management, marketing, food processing and post-harvest mechanists to 12 SME members in Balkh and 26 SME members in Herat, including two women WSHGs members. However, in 2016, the project management felt¹¹ that the area of expertise required for developing SMEs was considerably different from other activities. In the opinion of the project management, an option was to hire an SME Specialist but costs outweighed the benefits. So, the SMEs target was dropped from the project outputs. Approval for the change was not obtained from the project board. It is to be noted that similar training is required for running food processing centers, large green houses, and other agriculture based livelihoods, which are essentially agriculture-based SMEs. Talks with project staff had revealed that non-farm SMEs were dropped as they were outside the mandate of MAIL, an issue that should have been considered at the time of formulation of the project. The project should have considered outsourcing this activity to an NGO or other ongoing project on SMEs, such as USAID's "Promoting Value Chains - Western Afghanistan".

There was no target for establishment of greenhouses, raisin drying rooms, cold storage, honey bee keeping and similar livelihood enhancing interventions in the project document. A new output indicator "Number of greenhouses, underground storage facilities and rooms for making raisins

11 CCAP, 2016. "CCAP - Annual Progress Report, 2016".

constructed” was added in 2016 with a target of 80. Greenhouses were recommended by majority of provincial stakeholders at the time of formulation of the project. A market survey was also undertaken by the project in 2016. This indicator was helpful in directing efforts of the project on livelihood interventions. Another change in project outputs in 2016 was reduction of target for the indicator “Number of hectares of degraded rangelands planted with stress resistant seedling varieties” from 2,000 hectares to 400 hectares. Reason cited by the project management for this change was unexpected high cost per hectare of rangeland rehabilitated. This was 80% reduction in the original target and shows major miscalculation in budgeting the project. Outputs or output targets for component 3 were not changed on the choice of UNDP GEF RTA although project management had suggested changes in the description of some outputs and some targets.

3.2.2 Partnership arrangements (with relevant stakeholders involved in the country/region)

CCAP generally had cordial relationship with members of the Board: MAIL, NEPA, MRRD, MoEW. But starting from the first Board meeting, the members have raised questions about lack of clarity on their roles in the project document. NEPA collaborated with the project in providing trainers for climate change awareness training and got some consultants hired for them by CCAP. There have been some monitoring activities by NEPA in the project areas but there not been any concrete suggestions for improvement. UNEP, NEPA and CCAP joined hands to ensure that Natural Resource Management Strategy prepared by the Natural Resource Management Directorate integrated climate change causes, impacts, risks, and adaptation options. However, NEPA, during consultations, revealed that some specific responsibilities, especially on research related activities and related budget could have been given to it to improve its participation and ownership of the project. In the opinion of the Final Evaluation team, some activities such as preparation of climate change scenarios and training on climate change awareness could be entrusted to NEPA, as it has clear advantage in these areas.

MRRD is another active partner of CCAP. Collaboration with MRDD was not significant in the first two years of the project as provincial coordination was lacking. Later, due to efforts of the project board and due to overlap of some interventions (irrigation infrastructure, flood protection walls, etc.) between MRRD’s Citizens’ Charter initiative and CCAP, provincial teams now talk to each other to get support on infrastructure design and on other technical issues. MRRD shares the CDC data and development plans with CCAP, which helps CCAP teams in planning. However, CCAP could have tapped the Citizens’ Charter programme through MRRD to create awareness on climate change and integrate climate change in village planning by training its trainers. This small investment might have created awareness and planning on climate change at the national level, as Citizens’ Charter covers all the provinces.

Participation of MoEW on the project board and in the provinces remained marginal. Based on discussions with provincial staff of MoEW, the ministry works on major initiatives on development of water resources, which do not directly overlap with CCAP. An identified overlap was climate change awareness and climate change scenarios preparation but MoEW rarely worked at the scale of community level. MoEW stores data on flood levels but there is not much evidence that CCAP engineers systematically used the floods data to anticipate flood levels for irrigation and flood protection small infrastructure.

Project board generally functioned well although meetings could not be held every six months, as expected in the project document. Representatives of UN agencies, NGOs, and academia working on climate change were invited to the board meetings as observers. The board members visited some project locations in Panjshir in 2017 and were generally impressed with the quality of the project’s work on livelihoods and productive infrastructure. The MTR team made a recommendation that the board members be taken one of the provinces of the project every year to enable them to validate on

ground progress and enable them to provide more effective leadership to the project management. UNDP arranged a field visit for the board members and UNDP Deputy Country Director to the Herat Province in 2018, which resulted in some useful observations and recommendations for the project management. As part of the visit, project board meeting was also held in Herat. Participants were generally happy with the on ground delivery of the project and provincial governor and officials requested extension of the project in Herat.

Among the UN agencies, UNDP and MAIL had an excellent collaboration on a tree plantation sub-project in the Khulm District, Balkh; WFP had sown plants on hill slopes, which required regular watering. CCAP provided a high quality solar water pump system to lift water to a pond up on the hill, to be distributed to other ponds down the hill, and watered the plants through drip irrigation system. Final evaluation team visited this sub-project and found that the watering system was still functional and more than 50% plants were showing very healthy growth. But WFP, in interviews, felt that UN organizations talked a lot but did not take practical actions for collaboration; one reason could be competition among the agencies for getting funds. Besides, WFP, FAO has also been involved in the board meetings, as it was implementing another GEF project on emissions reduction. But the information exchange has been limited. FAO complained that CCAP did not share the Climate Change Scenarios report although it was completed several years ago.

CCAP and UNDP, despite some efforts, did not succeed in establishing productive relations with USAID, World Banks, and ADB for co-financing and to promote learning by knowledge exchange. MAIL tried to leverage success of CCAP to get climate change funding from World Bank but despite several rounds of talks, clear commitment could not be obtained. Faculty of Geophysical Sciences, Kabul University was involved in the project board meetings, inception workshop and invited at other occasions. However, Kabul University felt that, besides engagement of some students in data collection, meaningful research on causes, impacts, and risks of climate change and adaptation could not happen. Allocation of some research grant could have produced some good local action research, which could have been shared with other stakeholders through publication.

CCAP and UNDP have interacted with local NGOs on climate change but no significant partnership has been established. While stipulated in the project document, linkages with International Center for Integrated Mountain Development (ICIMOD) and Care International did not materialize. CCAP is of the view that the Ministry of Economy (for coordination) and the Ministry of Education (for CCA awareness) should have been included among the stakeholders of the project.

3.2.3 Feedback from M&E activities used for adaptive management

Feedback for project management came from several M&E activities.

Inception Workshop: First major activity was the Inception Workshop, which was held in January 2015, eight months after start of the project. With 74 diversified participants representing all stakeholders of the project except community representatives, concept of the project, its objectives, results framework, management arrangements, work plan, etc., were presented. Feedback from the participants was in the form of clarifications sought on several issues related to stakeholder engagement during design and implementation, outcomes, implementation arrangements including selection of provinces and communities, etc. A MAIL representative asked for inclusion of early warning system to which UNDP indicated that a separate GEF project was being formulated to include early warning systems. FAO representative asked for hiring of a watershed and agriculture specialists due to the project's work on water resources. MAIL/UNDP response was that HR Plan was flexible and existing expertise within the partner organizations would also be used. A participant pointed out lack of quantitative indicators in monitoring arrangements to which UNDP GEF RTA replied that some

indicators were given in the project document while others would be included in the annual work plans. Another query was about whether the project would undertake construction through contractor or communities. UNDP/MAIL response was that approach would be flexible: For complex construction, contractors may be engaged; for simpler construction, implementation might be undertaken through community. The Final Evaluation team believes that the inception workshop was more of an introductory and educational event than a feedback session. The project mostly followed whatever feedback was received from the workshop. The workshop should have discussed ways of enhancing participation of women as well.

Quarterly and annual progress reports: These reports have been produced regularly by the project and UNDP. The reports have been used by the project management, UNDP, the project board, and national stakeholders to monitor use of resources, progress on output targets, and ensure quality of outputs. Also, the reports have been used for preparation of annual work plans. Reports are prepared by an international consultant hired by UNDP, who can't visit the field due to security concerns. While the reports are candid, some realism seems to be missing, as the information is second hand narrative, provided by the implementing staff, and do not reflect independent opinion expected of M&E staff or independent assurance of the quality of data. The reports rarely flagged issues for the management (only six issues logged since start of the project) and there were hardly any recommendations for improving implementation. Outcome monitoring happened only in the form of success stories. A section on Lessons Learned offered some good advice for implementers.

Project Implementation Reviews (PIRS): These reports are essentially used by UNDP, GEF Focal Point, and UNDP GEF RTA to monitor progress including all indicators of the results framework and a host of other issues. PIRS were prepared in time and some outcome and progress monitoring seems to have happened due to these reports. Ratings by the project management, UNDP programme officer, and UNDP GEF RTA have been provided. However, a key stakeholder GEF Focal Point (NEPA) have not provided their comments and feedback, which deprived the project a macro context in the country, especially in the context of other ongoing GEF projects. A deeper review of these reports shows that the reports were focused mainly on progress reporting than on development objective monitoring, course correction and for providing recommendations. For example, measurable effects of the project on crop productivity and income were not available; similarly support required by the communities after delivery of an output was rarely discussed. Views of stakeholders on CCA integration in government seemed to be missing, which could have resulted in some recommendations. PIR 2018 should have discussed worsening security situation in the country and its implications for the project. Narratives could have been crispier and to the point and focused mostly on the period under review.

Mid-Term Review: Mid-term review came up with several findings regarding the positive impact of the project, areas for improvement, and a set of recommendations. Some notable positive changes brought about by the project due to the MTR include expedited efforts for engagement of international consultant for integration of climate change in local planning, inclusion of broader packages of CCA activities in planning, training guidelines on optimal operation of greenhouses and other investments of the project, better linkages with markets, other projects, and private sector, expedited completion of work under component 3, closure of incomplete sub-projects in Uruzgan, use of consistent unit for reporting beneficiaries, and field visits for the project board. Some key recommendations which were mostly not followed include preparation and dissemination of climate change awareness material, thematic study on achievements, impact, best practices, and lessons learned of component 3, some significant changes in the results framework, sharing of climate change scenarios report with stakeholders, reduced lag in clearing disbursement of invoices by UNDP, and sustainability arrangements.

3.2.4 Project Finance

The project document had clearly identified potential sources of co-financing by including a table on co-financing, overall responsibility for accountability and assurance and role of the project management unit. However, the project document did not specify financial controls to check error and fraud, process for flow of funds between UNDP and PMU and requirements for payment of satisfactory project deliverables. However, requirement of annual financial audits was clearly described in the project document.

3.2.4.1 Co-financing

The project document does not specify what discussions had been held with interested co-financiers and how the expected amount was going to be utilized or directed at the project outcomes. A co-financing table was inserted at an irrelevant place in the project document without any explanation of the numbers. Allocation of co-financing by outcome shows that most of the money was expected under outcome 3: Productive infrastructure improvements, about USD 11.6 million for outcome 2: Resilient livelihoods, and a couple of millions for outcome 1: CCA Integration. At the CEO Endorsement stage, the project expected to leverage an amount of USD 103 million from UNDP, MAIL, and USAID. But at the time of the MTR, only UNDP (USD 1.3 million) and MAIL (USD 1 million) contribution had been realized. Contribution for other MAIL projects from donors was shown as co-financing but it is not co-financing¹².

Table 1: Co-financing table at the stage of the Terminal Evaluation

Source of Co-Financing	Name of Co-financer	Type of Co-financing	Amount Confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at Mid-Term Review (US\$)	Actual Amount at Final Evaluation	Actual % of Expected Amount
Cash co-financing	UNDP	Cash	1,000,000	1,300,000	2,300,000	177%
Cash co-financing	MAIL	Cash	30,000,000	0	0	-
In-kind contribution	MAIL	In-kind	2,000,000	1,000,000	2,000,000	100%
Other partner	USAID	Investment	70,000,000	The project was canceled by USAID.		-
Total			103,000,000	2,300,000	4,300,000	4.2%

Source: UNDP and CCAP

At the time of the Final Evaluation, UNDP has increased its contribution to USD 2.3 million, and MAIL's in-kind contribution is also expected to be close to USD 2 million. Terms of Reference of the Final Evaluation show cash co-financing of USD 30 million by MAIL but government of Afghanistan never allocated money for CCAP from its annual budget. Receipt of no such money is shown in the audit reports of the project. Effectively, the project could not mobilize co-financing from any other external donor. It is clear that the project output targets did not reflect any amount from external donors and the project document did not specify, if realized, how this amount would be spent. The MTR documents that some correspondence took place with USAID to get their funds. Among the reasons for huge difference between the expected and actual co-financing, realization of co-financing has not

¹² Co-financing includes Grants, Loans/Concessional (compared to market rate), Credits, Equity investments, In-kind support, other contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries. Refer to Council documents on co-financing for definitions, such as GEF/C.20/6. UNDP TE Guidance, page 26.

been taken seriously; at least GoIRA could be asked to make some cash contribution. UNDP needed to make concerted efforts again and again in this regard. The RTA office could also have provided support in this regard by showcasing CCAP work to interested parties and arranging linkages and meetings. Besides, it is clear that climate change mitigation and adaptation in Afghanistan is not high on the agenda of many donors.

As noted above, output and outcome targets did not seem to be planned on the basis of expected co-financing amount. Therefore, realization of only 4.2% co-financing did not negatively affect project outputs and outcomes. Extra money provided by UNDP has mostly been spent on component 2, which led to higher achievement of output; part of additional UNDP co-financing was spent on project management where actual expenditure significantly exceeded the budgeted amount. In terms of outcomes, this extra money has contributed to reduction in vulnerability of the target populations to climate change related factors.

3.2.4.2 Budget and expenditure

CCAP started with a budget of USD 10 million (9 million from LDCF and 1 million from UNDP). However, UNDP later decided to add USD 0.3 million (during the MTR, this amount was reported as 0.4 million) to the budget. In 2019, UNDP added another USD 1 million, making the total budget as USD 11.3 million (see the table below). With the addition of the budget, output targets were not revised in the results framework. It was also not clear on what outcomes the additional amount would be spent. By the time of the MTR, CCAP had spent USD 5.17 million (30th June 2017) or 50% of the then available budget. Since then total expenditure has increased to USD 10.61 million (30th September 2019), which is 95% of the budget available on this date. Additional USD 1.3 million is an increase of 13% over the original ProDoc budget. Since June 2019, the project has spent significant amount of the remaining 8% budget and it is hoped that the project will completely spend the budget before closure on 31st December 2019.

Total cumulative expenditure on Outcome 1 is still less than the ProDoc budget (-1%). But final budget is slightly higher than the ProDoc budget. Only a few thousand dollars remain to be spent on this component. Against the final budget, the burn rate is 92%. Outcome 2 has so far got more spending (25%) than given in the ProDoc. Burn rate is close to 96%. Spending on outcome 3 is still less (-9%) than the ProDoc budget level. Even the final budget is less than the ProDoc budget. A significantly high cost overrun (79%) over ProDoc budget has happened under the “Project Management” head. Final budget for this head is 88% higher than the ProDoc budget. Final budget of “Monitoring, Learning and Evaluation” head has been increased only by about eight thousand dollars. The remaining budget for this head seems to be the cost of the Terminal Evaluation. It is clear from the above analysis that close to USD 0.86 million additional budget has gone to Outcome 2 Livelihoods and the remaining additional budget of USD 0.42 million has been (will be) spent on Project Management.

Table 2: CCAP Budget, expenditure and variances (as of September 2019)

(US Dollars)

Components	Donor	Cumulative Expenditure	Final Budget (Cumulative Expenditure + Remaining Budget)#	Cumulative Variance (against Cumulative Budget)	Cumulative Variance %	ProDoc Budget	Variance (against ProDoc Budget)	Variance against ProDoc (%)
		A	B	(A-B)	(A-B)/B	C	A-C	(A-C)/C
Outcome 1: CCA Integration	UNDP	223,582	329,765	-106,183	-32%			
	GEF	1,216,315	1,232,657	-16,342	-1%			
	Total	1,439,897	1,549,971	-122,525	-8%	1,452,500	-12,60	-1%

Components	Donor	Cumulative Expenditure	Final Budget (Cumulative Expenditure + Remaining Budget)#	Cumulative Variance (against Cumulative Budget)	Cumulative Variance %	ProDoc Budget	Variance (against ProDoc Budget)	Variance against ProDoc (%)
		A	B	(A-B)	(A-B)/B	C	A-C	(A-C)/C
	Burn rate*	92%						
Outcome2: Resilient Livelihoods	UNDP	1,126,350	1,150,547	-24,198	-2%			
	GEF	2,530,515	2,642,007	-111,492	-4%			
	Total	3,654,858	3,790,547	-135,689	-4%	2,933,000	721,858	25%
	Burn rate	96%						
Outcome 3: Productive Infrastructure	UNDP	303,727	333,488	-29,761	-9%			
	GEF	4,287,708	4,521,499	-233,791	-5%			
	Total	4,591,436	4,854,987	-263,552	-5%	5,038,000	-446,564	-9%
	Burn rate	95%						
Project Management	UNDP	511,135	477,509	33,625	7%			
	GEF	337,934	414,186	-76,251	-18%			
	Total	849,069	891,695	-42,626	-5%	475,000	374,049	79%
	Burn rate	95%						
Monitoring, Learning and Evaluation	UNDP	2,808	9,761	-6,953	-71%			
	GEF	73,851	99,443	-25,592	-26%			
	Total	76,658	109,204	-32,545	-30%	101,500	-24,842	-24%
	Burn rate	70%						
Grand Total - All		10,613,925	11,210,862	-596,937	-5%	10,000,000	613,925	6%
	Burn rate	95%						
UNDP - Total		2,167,601	2,301,070	-133,469	-6%	1,000,000	(1,128,934)	-113%
GEF - Total		8,446,324	8,909,792	-463,468	-5%	9,000,000	553,676	6%

Source: UNDP Afghanistan

* Burn rate = (Cumulative expenditure/Final budget) x 100

Cumulative budget is the sum of expenditure in 2014, 2015, 2016, 2017, 2018 plus budget of 2019. Yearly actual budgets could not be added as rolled over budget resulted in double counting and gave an erroneous number.

A detailed table on annual budgets, expenditures and variances (as of June 2019) is given in Annex X. ProDoc Annual budgets are in the third-last line of the table. In the ProDoc budget table (page 59), totals of annual budgets for the project are incorrect although sum of LDCF and UNDP contribution is correct. Project document almost evenly allocated budget to years, with somewhat less budget for 2014 and 2018; the actual annual expenditure was very different. Compared to the 2014 ProDoc budget, spending in that year was almost nil for the reasons already explained. In 2015, CCAP spent almost 25% of what was planned in the ProDoc. Spending in 2016 came close to the ProDoc budget level. Spending in 2017 (USD 4.56 million) was almost 247% of the ProDoc budget; this is the year when the project tried to clear its backlog. Spending in 2018 was 146% of the ProDoc budget. Budget for 2019 is not included in the ProDoc, as the initial duration of the project was five years. Spending for 2019 will be 12% of the final budget (USD 11.3 million).

In the ProDoc, UNDP funds were almost proportionally distributed among different outcomes and project management head. However, in reality most of the UNDP funds (>USD 1.1 million) have been spent on Outcome 2 Resilient Livelihoods. Reason for this seems to be that UNDP wanted to increase its burn rate early in the project and in the beginning years most of the money was spent on Outcome 2. Second recipient head for UNDP money is Project Management where UNDP spent USD 477,509 against a ProDoc target of USD 50,000. Again, Project Management head shows the highest burn rates in the early years.

Provincial budgets and expenditure are given below. The ProDoc did not specify any budgets for the provinces and provincial budgeting was planned to be need-based. In terms of budgets, all provinces except Panjshir got almost equal budget but Panjshir got only half of the budget for the other provinces. Lower budget for Panjshir is perhaps because of the smaller geographic size and population of the province; CCAP also mentioned that many sites in Panjshir are affected by seasonal floods, which posed a serious risk to the planned project investment. Construction was not under at such places. Provincial burn rate is close to 93-94% for all the provinces, showing that delivery of outputs is almost at the same stage in all the provinces. This table shows higher total expenditure than the above table, as the table is based on actual expenditure, some of which has still not been reimbursed by UNDP. But the above table is based on UNDP ATLAS records, which is based on reimbursed expenditure only.

Table 3: Provincial budget and expenditure (June 2019)

(US Dollars)

No	Province/Center	2014-2019 Budget	Share in Total Budget	Expenditure (30 th June 2019)	Delivery Rate
1	Balkh	3,187,140.23	28%	2,977,720.73	93%
2	Herat	2,825,726.60	25%	2,660,715.05	94%
3	Panjshir	1,474,498.17	13%	1,375,518.25	93%
4	Uruzgan	3,080,213.93	28%	2,926,203.23	95%
5	Kabul	632,421.07	6%	537,854.75	85%
Total		11,200,000.00	100%	10,478,012.00	94%

Source: UNDP Afghanistan

3.2.4.3 Financial controls and audit

Financial management from UNDP side is governed by the Harmonized Approach to Cash Transfer (HACT, which is risk based framework to manage financial and accounting processes between the government and UNDP. Based on recommendations of an HACT assessment in 2015, UNDP makes direct transfers, on submission of required documentation, to government for certain expenditure and for other expenditure, MAIL incurs the expenditure first and then claims it from UNDP as reimbursement. CCAP, on its parts, follows the “Treasury Accounting Manual” published by the Ministry of Finance for financial management and accounting practices. There is yet no central financial management system in Afghanistan. Certain improvement has been made in financial management system and procedures over time, such as use of QuickBooksPro software instead of MS Excel.

The MTR pointed out that external audit reports for 2015 and 2016 were unqualified. Most of the highlighted issues in the audits were not significant. There are fewer observations in the later audit reports. Audit report 2017 contained only five observations, three of which were of medium severity. Quality of the report looks somewhat doubtful as the first observation mentioned expenditures not supported by documentation. No amount or nature of expenditures was specified. Unfortunately, there is no management response in the report. CCAP spent USD 4.56 million in 2017, the highest expenditure in a year, which should have resulted in more observations. Other issues were related to employee records and asset reconciliation. Audit report 2018 contained ten observations, one of high severity, six of medium severity, and four of low severity. High severity observation was related to payment of USD 23,174.4 to staff as unjustified allowances. Management response was not satisfactory. Medium severity issues were mostly related to human resources: Discrepancies in recruitment process, irregularities in time sheets, payment of AFN 2.6 million to interns, which are

recruited without any policy, irregularities in leaves, non-submission of time sheets to UNDP, discrepancy in assets of AFN 498, 950, etc. None of the management responses was satisfactory, as no explanation was provided or no action was suggested. One irregularity that has persisted over the years is the non-alignment of salaries with the National Technical Assistance Remuneration Policy and unjustified increases in salaries. Another persistent complaint against UNDP from Kabul and the provinces is delay of 3-5 weeks in disbursements after submission of documentation. UNDP contradicts this statement saying that the project does not submit all the required documents in time.

3.2.5 Monitoring and evaluation

Monitoring and evaluation arrangements of the project have been assessed at planning and implementation stage and then an overall assessment is also provided.

3.2.5.1 Monitoring and evaluation at entry

Rating

Highly Satisfactory	Satisfactory	Moderately Satisfactory ✓	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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A fairly detailed and useful monitoring and evaluation framework was included in the project document, which included a narrative of the process and a table with a list of M&E activities. The plan generally covered most of the requirements of GEF except clear methodology on measurement of baseline, mid-term and end-of-project values of the outcomes and impact (in this case “objective”) indicators. Baseline and other surveys were not planned. The team should have clarified how the outcome and impact indicators would be measured and who would be responsible. Besides, some budget could have been allocated for national and international knowledge exchange visits and for one or two thematic studies to document impact of the project and associated best practices and lessons learned; progress reports and evaluation reports are not exclusively focused on learning and sharing of successes and cannot fully discharge this function. As noted above, most of the results framework indicators were not SMART and lacked focus as several project outputs were fully defined at later stages of the project (e.g. greenhouses). While operational requirements of a M&E Framework were mostly covered, grasp of the project formulation team on the higher level RBM concepts (outcomes and impact) was generally weak.

3.2.5.2 Monitoring and evaluation at implementation

Rating

Highly Satisfactory	Satisfactory	Moderately Satisfactory ✓	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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A recent M&E plan for CCAP was shared by the Reporting and Communication consultant. The revised M&E plan did not contain any new information but provided updated information on what had been completed. The revised plan could have discussed data collection, entry, and consolidation methods, controls used to ensure quality of data in terms missing, invalid, and inconsistent data values, and ways to rectify such issues. Another missing aspect was how response on the M&E findings and recommendations would be monitored to ensure course correction. Monitoring and evaluation activities during implementation reflected the M&E plans made at the design stage. But a key exception was that the M&E Expert was not hired as part of the PMU. According to UNDP, the deputy project manager was expected to play this role but even the deputy was not hired. Instead, UNDP hired a Reporting and Communication consultant in 2016 to prepare progress reports. Inception workshop was held eight months after the start of the project but the interaction was educational and clarifying.

Quarterly and annual progress reports and Project Implementation Reviews (PIRs) were generally

prepared in time with good coverage of progress (please see § 3.2.3 above for more details). Progress reports were shared with several stakeholders including partner ministries, UN agencies, and academia. The reports were discussed and used during planning workshops by MAIL and UNDP. However, progress reports were not discussed with partner ministries or UN agencies except during the project board meetings. CCAP did not have any monitoring reports on data validation, site verification, process and outcome monitoring or benefit monitoring. UNDP CO did undertake a few field visits where the outcomes of the project activities were given good coverage and several recommendations were made to improve implementation. NEPA, the GEF Operational Focal Point (OPF), was well-informed about the project activities and progress but participation of the OPF was more of an observer than of a coordinating and leading agency. Some junior level OPF staff conducted field visits occasionally but the reports did not have any significant findings or actionable substance. PIRs were shared with the RTA office in time.

Initially, the project did not have a well-designed monitoring system, as the M&E Specialist, was not hired. Progress data was collected in an informal manner for progress reports. Project manager and technical staff visited the project sites and filed some technical monitoring reports. Sharing of information and coordination was weak. After hiring of an international reporting consultant, a standard reporting template was developed in Google Drive for online reporting, which showed consolidated progress both at the output and outcome level (selective indicators). After two UNDP field visit reports (2016 and 2017) pointed out coordination issues, the provincial teams began to coordinate better with the relevant line ministries and the provincial Director DAIL started making regular presentations to the provincial development committee on monthly basis in the provincial governor's office, which improved feedback for the project from other stakeholders. Community level feedback remained sporadic, not systematic. Overall, monitoring was not innovative; it was somewhat participatory and inclusive but not systematic. Part of the weakness in the monitoring system is due to the security situation in Afghanistan, which hampers field visits, especially by international personnel.

Perspectives of beneficiary women and men were monitored through regular field visits by the field coordinators and their staff, and occasional field visits by the Kabul project staff. Some useful and well-documented visits were made by UNDP. The RTA was not allowed by UNDP security to go for field visits due to the security situation. Project staff visits did not produce any narratives or analysis of the visits, however; feedback was mostly informal. Before start of infrastructure sub-projects, small scale socioeconomic surveys were conducted to assess how different groups in a village would be affected by a sub-project. Monitoring of impact happened only through informal visits as project did not conduct any outcome or impact surveys. MTR had proposed annual user surveys, which were not conducted.

Consultations with CDCs by the evaluation team showed that CDCs were sensitized about inclusion of women, poor, and the disabled in the project benefits. Most of the women providing labor in greenhouses came from poor families. Food processing groups were started exclusively for women from the poor households. Families with disabled persons were given preference in providing livelihood assets. MTR had noted that inclusion of the poor in the project benefits had received adequate attention. Environmental and Social Screening Template in the project documents had not identified any particular issue except concern for differential impact of the project on women and men. To address this issue, women were given preference for livelihood interventions whenever possible and sensitization and training on climate change awareness and adaptation focused both on women and men. Progress reports have included a heading "Gender Specific Results" to ensure that project interventions respond to the above noted social safeguard.

The project team felt strongly that a sizeable number of results framework indicator needed to be

revised. The project did not have any theory of change. The MTR was started around this time in June 2017 and completed in late 2017. A revised results framework was shared with the MTR team. However, one key finding of the MTR was that project M&E still lacked focus on outcomes. Communication has been a mixed success of M&E. While good quality videos and success stories were shared through the web, the evidence remained anecdotal. Project’s lessons, best practices, and statistically valid impact statistics were not shared on any platform, including at the RTA level, except some internal discussions that happened with the project management of CDRRP (LDCF4), which have benefited the new project as lessons learned.

Overall self-evaluation rating of the project and the implementing partner given in the PIRs is “Satisfactory”, which is consistent with the ratings given by the MTR (“Satisfactory”) and the Final Evaluation (“Satisfactory”). The project board has focused more on timely implementation, burn rate, compliance, and coordination issues than on monitoring and evaluation or outcomes. The board members visited project sites in Panjshir province before the MTR and again in Herat in 2018, which gave them first-hand information on the status and quality of project interventions. However, focus of the project board on outcomes remained weak, as minutes of the board meetings do not show any discussions on impact of the project except some presentations of success stories. MTR recommendations on M&E did not receive due attention from the project board.

3.2.5.3 Monitoring and evaluation: Overall assessment

Rating					
Highly Satisfactory	Satisfactory	Moderately Satisfactory ✓	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory

CCAP was a new project on climate change adaptation for UNDP Afghanistan. Due to the security situation and limited awareness on climate change and adaptation in Afghanistan, MAIL and UNDP kept the project document somewhat flexible in terms of outputs of the project, which explains some later thinking to change results framework indicators. CCAP size and scope is relatively small, and limited verification of output data in the field was perhaps not a significant risk. Given the context of conflict, a fairly good was done. The RTA office could have provided more feedback, guidance, and global benchmarks or even arranged exposure visits or established linkages for the project for effective integration of climate change adaptation at the government and community level in planning and implementation. It was necessary to hire a full-time M&E Specialist as part of the PMU to provide relatively independent opinion on performance of the project, education on the RBM concepts, early revision of the results framework, and systematic documentation of lessons learned and best practices.

3.2.6 Implementing agency execution, executing agency execution and overall project implementation/ execution, coordination, and operational issues

3.2.6.1 GEF implementing agency execution - UNDP

Rating					
Highly Satisfactory	Satisfactory ✓	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory

After approval of the project document, UNDP faced multiple administrative challenges in relation to CCAP. MAIL asked UNDP to change implementation arrangement by allowing it to hire all PMU staff on national contracts. Once it was done, it transpired that UNDP could not transfer project funds to MAIL. The issue was resolved after discussions with the Ministry of Finance. Next, the project was affected by the presidential ban on recruitment. Achievements of the project during the first year were negligible and both MAIL and UNDP seriously considered closing the project prematurely. In the second year, the project manager was replaced and new leadership took charge in MAIL as part of the new government. Partnership between MAIL and UNDP became more effective. UNDP provided

extensive support to the project manager in clarifying concepts of climate change and in guiding about the work planning, budgeting, quality assurance, procurement and financial procedures. However, UNDP could have arranged some international exposure visit for the project. UNDP was supported by the UNDP GEF RTA office in finally getting the project to a successful start.

Throughout the life cycle of the project, UNDP provided excellent support to the implementing partner in timely preparation of plans, technical guidelines and demonstrations for good quality implementation on the ground, ways to improve coordination among the partner agencies, constant education of new and existing project staff on climate change concepts, advice on ways to tackle urgent and emerging issues, help in building partnerships and linkages with donors, private sector, and other projects. In terms of quality of risk management, UNDP and UNDP GEF RTA acted in time to get the project off to a good start when MAIL was intending to cancel the project. UNDP, however, had problem in attracting international expertise on CCA integration. In terms of candor and realism of reporting, stakeholders appreciated that they got progress reports in time and reporting quality was good. Final Evaluation team is of the view that candor and realism in the reporting was high. UNDP ensured that most of the MTR recommendations are implemented by the project. A notable arrangement was taking members of the project board to Herat to combine field visits and the board meeting.

The UNDP GEF RTA has recently been replaced and the Final Evaluation team could not contact the ex-RTA. UNDP got very good support from the RTA office at the start of the project. The RTA tried to visit the project areas but was not allowed to leave Kabul due to security concerns. At the implementation stage support from the RTA office focused only on the essentials and posting of some success stories on the social media. Support was generally lacking in co-financing and showcasing more serious work of the project in international and regional forums, events, and workshops.

3.2.6.2 Implementing partner execution

Rating

Highly Satisfactory	Satisfactory ✓	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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CCAP was designed to be implemented by MAIL with some key positions to be hired by UNDP on its contract but MAIL requested UNDP to allow MAIL to hire all the PMU staff under national implementation. The project implementation was delayed mostly beyond the control of MAIL. First year of implementation, nevertheless, was frustrating for both MAIL and UNDP; inception workshop was held after eight months of delay. First project manager had to be replaced due to slow performance. Climate Change Scenarios preparation and several marketing and technical surveys took time in preparatory activities. Resilient livelihoods (component 2) progressed faster than other components, as the interventions were clearer, less complex, and could be implemented with a few stakeholders. With the change of leadership in MAIL, a new director programming joined the team and started providing support to the project; overall ownership, guidance and support from MAIL senior management improved. Project delivery began to gain momentum in 2016, after which timeline remained in control of the project management. Productive infrastructure (component 3) covered slack in 2017 and 2018. While climate change awareness training, under component 1, was completed early in the project, hiring of an international consultant for the CCA integration got delayed inordinately, as no suitable candidate was available. Finally, a consultant was hired and outputs were completed in 2019.

The project was generally well supported and well owned by the senior management of MAIL, as it was seen as a flagship project of the Ministry, for showcasing its strength to donors and government on ability to address climate change issues. Procurement under the project is governed by the Public Procurement Law, 2008. A sizeable and diverse committee at the provincial level makes procurement

decisions under the supervision of the provincial governor. Provincial procurement decisions, in the beginning, were referred to MAIL in Kabul, which led to delays in an already cumbersome process. Finally, procurement was fully devolved to the provinces. While lengthy, the process led to relatively transparent procurement, as evidenced by external audit reports of the project. However, delays in clearance of invoices of contractors have been a persistent complaint in all the progress reports of the project. Annual work plans and budgets of the project were prepared in line with the budgeting guidelines of the government of Afghanistan and UNDP requirements. Work planning was done through a workshop in Kabul with the participation of all the provincial teams, which was preceded with lessons learned discussions. Work plans included output indicators of the results framework and some additional process indicators. Work plans and budgets were approved by the project board without any issues. But limited focus on outcomes is evident, as discussions were generally not informed by how the project was adding to awareness on climate change, mainstreaming of climate change issues within the government, issues faced by communities after delivery of investments, and explicit acknowledgement of need for sustainability arrangements, etc. Quality of the human resource was very good but the project could not hire female staff in the provinces (social mobilizers were all females but they were hired late and were not retained till the closure of the project). Project staff was reduced to control project management cost, which had already exceeded the amount allocated in the project document by 71%.

Reporting by the project was probably realistic. There was some confusion and, perhaps, double counting in adding beneficiaries of the project, which seems to have been rectified since it was pointed out by the MTR. However, hiring a full-time and dedicated M&E expert as part of the PMU could have improved validation of numbers, more monitoring visits, and documentation of outcomes. Project risks were logged and generally well responded by the project management with support from the senior management. However, in line with observation of the MTR, inadequate co-financing efforts and inadequate monitoring and evaluation activities could have been added among the risks log, as both of these activities have produced sub-optimal results.

3.2.7 Overall project implementation, execution, coordination, and operational issues

Rating

Highly Satisfactory	Satisfactory ✓	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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Despite challenges faced at the start of the project, the project was completed in time. The additional eight months of extension of the project was necessitated due to additional funds being made available by UNDP and unexpectedly bad overall security situation in the country in general and in the project provinces in particular, which was beyond the control of MAIL or UNDP. Timely completion is an achievement, as several other GEF projects in the country have been seriously delayed. Quality of the outputs completed under Resilient Livelihoods component and Productive Infrastructure component is satisfactory while the quality under CCA integration component is moderately satisfactory. Experimentation under the components has resulted in very good models of CCA awareness training, successful livelihoods interventions and locally suitable productive infrastructure interventions. While sustainability of livelihood interventions was specifically addressed by the project, there has been lapses on this issue for the productive infrastructure. Project design could have assigned greater role to participating agencies but within the limits of the arrangements proposed in the project document, UNDP and MAIL were able to bring together all the relevant stakeholders for the benefit of the project. There are lessons learned on several operational issues such as greater role for participating agencies, more attention to monitoring and evaluation, documentation, and sharing aspects of the project, effective implementation and resolution of problems in insecure environment, and engagement of international expertise, etc.

3.2.8 Role of Gender

CCAP project document noted that women in the target provinces had peculiar vulnerabilities (such as limited livelihoods options, restricted access to education and information services) to disasters and other climate change effects. Women have greater responsibility for collecting firewood and fetching water. CCAP took a number of actions to prioritize needs of women and promote their participation in the project activities. First, those communities and districts were given priority who were willing to allow participation of women in the project activities. Second, women were given priority in climate change awareness and livelihood skills training. Third, with support from the Ministry of Women Affairs and CDCs, women were organized into Self-Help Groups to manage food processing activities and, later, to run food processing centers. Fourth, funding for green houses was provided on the written condition that women will be employed as wage earners at these green houses. Fifth, several livelihood outputs such as kitchen gardening, honey bee-keeping, solar dryer and raisin drying room were particularly suitable for women, as these activities could be undertaken inside the house. Women in remote areas were not allowed to interact with the project staff. In those cases, women in more open villages were trained to work with women in remote villages. Participation of women in productive infrastructure was not visible, as women are not allowed to play public roles. However, women were the main beneficiaries wherever availability of water improved for drinking, animals, or even crops. Women were seen more responsible for running enterprises and greenhouses. Communities tended to change their attitudes once a group of women successfully demonstrated their earning potential.

Project made strong efforts to hire women for positions in Kabul and in the provinces. While a couple of women could be hired in Kabul, women could not be hired on senior positions in the provinces. Social mobilizers in the provinces were all women. While the work environment was generally conducive to the needs of women, it was difficult to find qualified and willing women to work with the project.

3.3 Project results

3.3.1 Overall results (attainment of objectives)

Rating

Highly Satisfactory	Satisfactory ✓	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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CCAP Objective: To strengthen the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks.

The project has largely succeeded in meeting its objective: Importance of climate change has been catalyzed among the key government ministries, departments, and among civil society and academic stakeholders; livelihoods of target rural households improved through livelihood and productive infrastructure interventions, exposure to climate induced disasters has reduced, a sufficient proportion of project beneficiaries are women, and empowerment of women improved as they demonstrated capacity to improve their incomes. On the other hand, climate change integration in local planning has seen modest improvements and sustainability arrangements for productive infrastructure could have been better. Support for non-farm SMEs was dropped in the middle to the project, which could have diversified rural livelihoods ultimately adding to resilience of the communities by reducing their dependence on agriculture.

Project Results

“A ‘result’ is defined as a describable or measurable development change resulting from a cause-and-effect relationship. In GEF terms, results include direct project outputs, short-to-medium-term outcomes, and longer term impact including global environmental benefits (GEF tracking tool), replication effects, and other local effects.”

Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects, UNDP, 2012

CCAP, overall, was seen as successful by almost all the stakeholders consulted by the Final Evaluation team.

3.3.2 Relevance

Box 3: Evaluation Criteria – Relevance

How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?

- What is the value of intervention in relation to the national and international partners’ policies and priorities (including SDGs, UNDAF and UNDP Corporate Strategic Plan; ANPDF/NPPs, UNHCR regional strategy, etc.)?
- How useful are the project outputs to the needs of the target beneficiaries?

Rating

Highly Satisfactory	Satisfactory ✓	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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3.3.2.1 Value of Intervention in relation to policies and priorities of key stakeholders

CCAP design and its outputs and outcomes are highly relevant to the policies and priorities of all the key stakeholders. CCAP PIF shows that the project contributes to two objectives of the GEF5 Focal Area Strategic Framework at global level: CCA-1 - Reducing vulnerability and CCA-2 - Increasing Adaptive Capacity. Under objective 1, CCAP contributed to three outcomes: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas; Reduced vulnerability to climate change in development sectors; and Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas. Under objective 2, it contributes to

one outcome: Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level.

Contribution of the project to Sustainable Development Goals¹³ is not described in the project document, as SDGs were adopted by the UN in 2015. In order of magnitude of contribution, CCAP contributes to SDG 13: Climate Action (through adaptation outputs), SDG 8: Decent Work and Economic Growth (livelihoods and infrastructure outputs), SDG2: Zero Hunger (through greenhouses and food processing centers), SDG5: Gender Equality (through prioritization of women’s needs) SDG1: No Poverty (through increase in income), and SDG16: Peace, Justice, and Strong Institutions (through reduction in conflicts on natural resources and creation of, and support to, inclusive community groups).

Alignment of the project with UN priorities is given on the first page of the project document. The project aligns with outcome 5 (*Improved capacity to manage natural resources to support poverty reduction and dispute resolution, and to reduce vulnerability to natural disasters*) and outcome 6 (*Opportunities for decent work and income are improved and diversified, especially for vulnerable groups*) of the United Nations Development Assistance Framework (UNDAF). The project is also seen to contribute to UNDP Strategic Plan’s primary outcome on Environment and Sustainable Development (*inclusive and sustainable growth*) and secondary objective (*reduction in conflicts and risk of natural disasters*). CCAP contributes to *Outcome 3 - Improved and diversified livelihood opportunities and enhanced food security*, which is one of the five outcomes of the *Solutions Strategy for Afghan Refugees to Support Voluntary Repatriation, Sustainable Reintegration and Assistance to Host Countries (2012)*¹⁴.

Afghanistan National Peace and Development Framework 2017-2021 (ANPDF)¹⁵ was formulated after design of the project. ANPDF itself is aligned with SDGs approach. Topmost priority of ANPDF is *sustainable jobs creation and economic growth*. CCAP has directly contributed to this ANPDF priority by stimulating rural economy through livelihoods and infrastructure improvements. Among the ten new Afghanistan’s National Priority Programs (NPPs), CCAP is aligned with *National Comprehensive Agriculture Development Priority Program 2016-2020 (NCADPP)*¹⁶. CCAP shares outputs on *Strategic Priority 1: Improving Irrigation Systems, Strategic Priority 3: Horticulture Value Chain, Strategic Priority 5: Climate Resilient Natural Resource Management, and Strategic Priority 6: Food and Nutrition Security and Resilience Building*. CCAP has also contributed to *Women’s Economic Empowerment Program’s*¹⁷ *Component 5: Improving Access to Agricultural Inputs, Extension Services, and Markets*. CCAP also responded to priorities of the *Afghanistan National Development Strategy 2008-2013* such as *sustainable livelihoods, natural resource management, provincial and local development planning, and water availability and efficiency*. CCAP was formulated in line with the priorities of the National Adaptation Program of Action (NAPA).

3.3.2.2 Usefulness of project outputs to target beneficiaries

During the interviews and FGDs with communities in Balkh, Herat, and Panjshir, employment and livelihood opportunities and improvement of irrigation facilities were among the top priorities of the communities. Livelihood interventions such as greenhouses, raisin-making rooms, food processing centers, honey bee-keeping etc., were highly appreciated by the communities. Women working in greenhouses and in the food processing centers were both grateful to the project and enthusiastic

13 <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

14 <https://www.unhcr.org/en-us/562a44639.pdf>

15 <http://extwprlegs1.fao.org/docs/pdf/afg148215.pdf>

16 <http://policymof.gov.af/home/comprehensive-national-agriculture-development-program/>

17 <http://policymof.gov.af/home/womens-economic-empowerment-program/>

about their earning ability. According to project staff, women showed more responsibility in livelihood interventions than men. One could see happiness on the faces of greenhouse owners who were able to increase their incomes substantially by growing off-season and high value vegetables and fruit. Solar pump water supply project for the entire village, rain-water harvested reservoirs, and water ponds addressed urgent priorities of villagers and added significant economic value to their lives. Irrigation infrastructure had helped farmers increase productivity and income, rear more livestock, plant more trees, and grow better value crops. Flood protection walls had eliminated or reduced damage and loss caused by recurrent floods in several communities. Rangeland rehabilitation and plantations were appreciated by people in Herat and Balkh. In Herat, rehabilitated rangelands had stabilized shifting sand, which used to pileup in their houses and blocked watercourses.

Climate change awareness training had sensitized communities about value of growing vegetation and plants and reduce cutting of bushes and trees for firewood. However, this training did not result in watershed level collective action for rehabilitation of eco system. Provincial and national government officials in partner ministries believed that climate change awareness training was very important in the current context of Afghanistan where temperatures were increasing and surface and ground water was reducing.

3.3.3 Effectiveness

Box 4: Evaluation Criteria – Effectiveness

To what extent have the expected outcomes and objectives of the project been achieved?

- What is the potential that the project will successfully achieve the desired outcomes?
- What are the potential challenges/risks that may prevent the project from producing the intended results?

Rating

Highly Satisfactory	Satisfactory ✓	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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To measure effectiveness of the project, information is needed on output targets and achievements and baseline and endline values of outcomes or process indicators that show progress towards the outcomes. As recommended by UNDP TE Guidance document, this information has been provided in an Evaluation Matrix (see Annex XI). UNDP TE Guidance requires only the evaluation and rating of outcome level performance indicators¹⁸. However, this report has evaluated and rated both outcome and output level indicators at the objective level and by component. It is to be noted that some output targets have changed over the life of the project (before and after MTR), which need to be taken into account for evaluation. Another key factor to keep in mind is that the project did not increase targets of outputs or outcomes after receiving additional money (USD 1 million) from UNDP. As a rough approximation, output targets could have been increased by 10% to reflect new inflow of money.

3.3.3.1 Achievements against the project objective

As noted earlier, several new indicators were proposed by the project team and the MTR team at the project objective and component level. Changes in outcome indicators at the objective level were not accepted by the UNDP GEF RTA. Some original objective level indicators are not very relevant to the scope of the project and it is difficult to assess achievement of the project objective solely on the basis of the existing indicators. Keeping in view the context and scope of the project, objective level indicators could have included some SMART indicators on poverty, CCA integration in planning and

¹⁸ UNDP, 2012. "Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects" pages 19 and 51

implementation, diversification of income, and disaster risk reduction.

Keeping in view overall performance of the project, CCAP has satisfactorily achieved objective of the project: *Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks*. The project has enhanced resilience of the communities by building capacity of MAIL and other partners on climate change adaptation (first objective level indicator in Evaluation Matrix Annex XI), which has prepared them well to respond to both urgent and long term adaptation challenges. This has been achieved by creating awareness on CCA through training, distribution of knowledge products, and coming up with climate resilient interventions in livelihood and infrastructure components. Quality of CCA integration efforts remained below expectation. Second objective level indicator “Domestic finance committed to relevant institutions...” was not monitored by the project, as it was resolved that the indicator was not relevant. However, CCAP played a key role in catalyzing the need to mainstream CCA in government: NEPA openly acknowledged that CCAP was instrumental in creating awareness on climate change in the Authority and other institutions. MoEW has hired an adviser on Climate Change Adaptation and is in the process of modifying organizational policies and procedures to comply with environmental concerns. MRRD is very keen to introduce climate change awareness training in its flagship Citizens’ Charter programme. MAIL was able to get more funding on climate change from GEF (LDCF4, LDCF5, and LDCF6), as a result of its successful management of CCAP. Third objective level indicator “Number of households reached in four provinces...” had an initial target of 526,085 households. The target was revised down to 55,000 households around the MTR. Actual achievement of the project is 72,660 households. Compared to the new target, CCAP reached an additional 32% households. However, this drastic downward revision of the original target shows weakness in the project design. Dividing the total project budget of USD 11.3 million with the number of beneficiaries reached, gives an average amount of USD 156 spent per household. It is clear that if the project had tried to reach more households, benefit of the project would have seriously been diluted.

Although not covered in the objective level indicators, CCAP certainly has been influential in increasing income of women, farmers, and the landless by using several ingenious ways to distribute benefits of the project among the marginalized and the vulnerable. CCAP, however, could not diversify incomes into non-farm activities as planned, which may have reduced resilience effect on incomes. One key contribution of the project, which is not covered at the objective level, is reduction in disaster risk and reduction in damage and loss from floods and droughts, as provision of productive and protective infrastructure increased certainty and quantity of water available and protected lands and people by providing control over water flow and its direction. Benefits of productive and protective infrastructure are likely to last for a decade or more.

3.3.3.2 *Achievements against the project outcomes*

First outcome of CCAP under component 1, is “*Climate change risk and variability integrated into local planning and budgeting processes*”. In the original results framework there were outcome level and two output level indicators under component 1. In the revised results framework, all three indicators are output indicators, which shows lost focus of the project and UNDP on outcomes. It is difficult to assess performance of the first outcome without outcome level performance indicators. Based on review of other evidence, under this outcome the project was able to raise awareness of government officials at provincial and national level by organizing training. Climate Change Scenarios report was prepared which covered 34 provinces instead of just four provinces. However, the project failed to share this report with stakeholders in time, as it was felt that the report was not user-friendly. Besides, government partners were not part of the process to assess climate change risk and there is no clear evidence that government capacity in risk assessment and its use has improved. First attempt of the project to update local and provincial plans fell short of integration target, as adaptation measures

focused only on agriculture and only MAIL plans (MTR finding). A toolkit prepared later by a consultant to rectify this issue and build capacity on climate change risk assessment is too complex and general and does not adequately address local context and needs of government staff who need some kind of *Dummies* guide on climate change adaptation. Instead of being a step-by step guide on climate risk identification, analysis, adaptation options, and capacity building options with specimen plans and monitoring tools for communities and provincial stakeholders, the Toolkit discusses data collection tools and checklists (screens), which repeat the same set of questions by sector. It is not clear whether there is evidence that a screen (mere checklist) works or is the best option. Guidelines for Provincial Development Plans prepared by the consultant suffers from similar issues: Instead of discussing how provincial plans are prepared and how CCA could be integrated along the process, the guide discusses how projects should be selected and what questions should be kept in mind without any local context or without assigning specific responsibilities to local actors. The guide could suggest activities or sub-projects of “Water Resources” or “Agriculture and Rural Development Sector” to integrate climate change adaptation in the attached Jawzjan Plan but there are only a few general questions for plans. No specimen integrated community development plan or straightforward steps are given are provided, only a set of general questions are given. Integration of CCA into budgeting process was dropped from the scope of work by CCAP while included in the results framework. But this was not a good decision, as CCA integration generally requires more budget or more innovation.

Second outcome of CCAP under Component 2 is *“Rural income and livelihood opportunities for vulnerable communities enhanced and diversified”*. In the modified results framework, the component has two outcome level performance indicators and three output level indicators. None of the outcome indicators are the same as in the original results framework. First performance indicator in the current results framework is similar to an indicator in the original results framework with the difference that the original indicator had a target of 30% increase in monthly income of beneficiaries but the revised indicator has a target of 10% increase in annual (nominal not real) income. This reduction in target is not justified as inflation in Afghanistan between 2014 and 2019 has exceeded 10%. Unfortunately, the project did not carry out the “Gender disaggregated Community Survey”, which was listed among the sources of verification of this indicator. The MTR tried to collect this information through the FGDs. The Final Evaluation team used the same technique to have some reasonable estimate of increase in income. After the MTR, the project switched from support for food processing groups of women to food processing centers, which are bigger in size, employ more women, and are provided professional quality equipment. Women and FGDs and female and male owners of greenhouses were asked questions about average income before getting support and after they had completed at least one season of production. It was clear that improvement in income, especially for owners of greenhouses, was high, perhaps touching around 30% increase on annual basis. Women who worked at food processing centers or greenhouses as laborers also had significant increase in their incomes, clearly more than the 10% target. It was clear that food processing centers were more successful than food processing groups, as production was cost effective and quality was better at the centers. Second, outcome level performance indicator is “Proportion of women Self-Help Groups perceived effective in productivity, equity and sustainability via FGDs”. SHGs were not active at the time of the Final Evaluation, as social mobilizers’ services had been terminated after extension of the project. The MTR had rated that more than 50% of the SHGs were effective in productivity, equity, and sustainability. The Final Evaluation team endorses this view of the MTR, as discussions with community members revealed that women had increased their income in these groups, and members were selected from poorer households in the community. However, sustainability of these groups was in question as they faced problems in mobility and marketing of their products.

The third outcome of CCAP under Component 3 is “Productive infrastructure improvements”. Revised results framework has three outcome indicators and four output indicators. But there were two outcome indicators in the original results framework and the indicators were not well defined. First performance indicator of this outcome is “New or better irrigated land due to CCAP”. The indicator had target of 10,000 hectares of new and better irrigated land and the actual achievement is 21,194. This is a high achievement on part of the project, as more and better irrigated land improves entire economy of a village, benefiting even the landless by creating demand for labor. These numbers were confirmed by farmers and villages in FGDs with the Final Evaluation team. Original results framework had a target of improvement in 25% of agricultural infrastructure but there is not much existing infrastructure in Afghanistan except karezes and earthen canals and watercourses. So, the new indicator better reflects performance of the project. Second performance indicator is “Area of agriculture land protected from damage by floods in the targeted areas”. Baseline of this indicator was set at zero but this is not true. A village visited by the Final Evaluation team in Panjshir Province had a canal constructed by MRRD, which needed to be rehabilitated. Based on site visits and consultations with villagers, achievement of 3,152 hectares against a target of 800 seems real. Flood protection walls were specifically constructed for this purpose but almost all canal irrigation sub-projects served both purposes: More irrigation water and at least some protection from floods. Third and final outcome indicator is “% average increase in wheat yield compared to (Baseline 2016)”. A small sample based survey was suggested the MTR to collect data on baseline and the endline targets. But the survey was not done by the project. However, discussions with communities suggests that percentage increase in wheat yield may have been more than 10% compared to the baseline 2016 value. Women seem to be main beneficiaries of water supply sub-projects, rain water harvesting ponds and all sub-projects increasing water supply, as it reduced their workload of fetching water.

Greenhouse and Food Processing Center in Devanche Village, Herat

“Our greenhouse was established two years ago with support from CCAP. We grew cucumbers for two years. Last year we grew aloe vera and harvested 90 kilograms, which was sold for AFS 92,000. Besides, our greenhouse sold 3,200 aloe vera seedlings for about AFS 30 per seedling to CBARD project. I also run a Food Processing Center in the village where about 300 women work and benefit. We got training from GIZ and our Center produces high quality of jams, pickles and other food products, which are easily sold in the market. Even university students work part time at the Center. We have savings of AFS 150,000 for emergencies.”

Owner of the greenhouse and coordinator of the food processing center, Devanche, Injil District, Herat

3.3.3.3 Potential challenges and risks to realization of outcomes

The project is close to its last quarter of implementation. To realize CCA integration outcome, provincial development plans need to be revised according to the new guidance received from the CCA integration consultant. But revisions cannot be started till end of December/early January, as preparation of next year’s plans starts in those months. This process is led by the Ministry of Economy. So, there is real risk that the project will not see revised CCA integrated provincial plans in its life time. Similarly, project has yet not started work on revision of the community development plans and with reduced staff, it may not be possible for the project to train communities on CC risk assessment and reflect their understanding in the community plans. Another key risk is the late preparation of a user-friendly version of the Climate Change Scenarios report for sharing through the web. While the report is likely to be available on the web soon, many actors including MAIL and FAO implemented other GEF projects and many other stakeholders may not be able to use this information significantly in the next few months.

Realization of second outcome on resilience of income seems to be on track, as almost all the outputs have been completed. For the last twelve months, the project has been providing operation and

maintenance training and now building linkages of beneficiaries of livelihood interventions with other projects and donors, which will add to sustainability of the benefits. Regarding outcome on productive infrastructure improvements in particular and other interventions in general, a sustainability plan or exit strategy has not been prepared and some project investments may not be repaired if a major flood destroys part of the construction. Linking of project communities with On-Farm Water Management Project funded by World Bank, may not be effective for another year or so, as registration of Water User Associations, opening of their bank accounts (which may not be possible for remote areas), and their training will take considerable time.

3.3.4 Efficiency

Box 5: Evaluation Criteria – Efficiency

Was the project implemented efficiently, in-line with international and national norms and standards?

- What is the project status with respect to target outputs in terms of quality and timeliness?
- To what extent were adequate resources secured prior to project implementation? Did the project use the resources in the most economical manner to achieve its objectives?

Rating

Highly Satisfactory	Satisfactory ✓	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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3.3.4.1 Achievement of output targets and timeliness

Performance of the project was below par during the first year, essentially because of startup activities, uncertainty about implementation modality, cash transfers to the project, and government ban on recruitment till early part of 2015. Work plan targets for 2014 could not be achieved. Some livelihood activities began to be implemented in 2015 but the speed was still slow. New leadership assumed charge in MAIL. The first project manager was replaced and remaining recruitment was quickly completed. In 2016 and 2017, the project delivered impressively against the work plans. Speed slowed down again in 2018 mostly because of worsening security situation in the country, changed leadership in MAIL, and high staff turnover in the project. In early 2019, the project sought an extension of eight months to utilize an additional USD 1 million provided by UNDP and to clear backlog of targets from 2018. The project did not face any pressure in terms of delivery in 2019 but reduced staff has led to increase in work load of the existing staff.



Figure 3: Sorkhoch and Mirji rain water storage, Balkh

If compared to revised end-of-project output targets, the project has already exceeded almost all the targets (see table below). Revised targets were not changed after the project received another USD 1 million from UNDP. On average, the targets should have increased roughly by 10% after receiving the additional budget. But even if the achievement is adjusted for the additional budget, the percentage achievement in most of the cases is more than 100%, which shows that in terms of numbers the project is on target.

Table 4: Achievement of output targets (June 2019)

Component	CCAP Database Tracking Number/Output Indicator	End-of-Project Target	Achieved	% Achieved
Component 1: Climate Change Integration	1.1: # MAIL officials, DDA and CDC members etc. trained on climate risk information and appropriate response measures -with gender disaggregated data.	250	F: 365; M: 222	235%
	1.2: # of community and sectoral provincial development plans in which climate change information and adaptation measure are incorporated	15 CDP;4 PDP	27 CDP; 4 PDP	CDP 180%, PDP 100%
	1.3. # / 34 provinces for which a Climate Change Scenario report has been developed	34	34	100%
Component 2: Resilient Livelihoods	2.1 # men and women trained in alternative livelihoods to farming and on climate-resilient farming	F: 800	F: 886; M: 308	150%
	2.2 # greenhouses, underground storage facilities and rooms for making raisins constructed	80	166	208%
	2.3 # hectares of degraded rangelands planted with stress resistant seedling varieties	400	592.6	148%
Component 3: Productive Infrastructure	3.2. # of small-scale water reservoirs built and utilized	12	19	158%
	3.3. # of micro-water harvesting structures built and utilized (micro structures replaced with large rain water harvesting ponds resulting in lower achievement in numbers than targeted)	12	5 (benefited communities: 24)	Structures 42%, Communities 200%
	3.4. # of Karezes and canal systems improved and rehabilitated to reduce water losses and maximize diversions	20	33	165%
	3.5.# of contour bunds built to control soil erosion, promote water retention and reduce risk of avalanches.	20	26	130%

It has to be noted that output targets of some costly outputs were revised downwards by the project: Original target for rehabilitation of rangeland was changed from 2,000 hectares to 400 hectares. Some outputs (non-farm income diversification activities) were completely dropped from the results framework. The above two changes made more budget available for other outputs.

Two other important factors relevant to achievement of outputs are exchange rate and inflation. As no significant budget was used between 2014 and 2015, changes in these external economic parameters were not important. But starting from 2016 when delivery began to happen, the AFS/USD exchange rate moved from 68 in 2016 to 78 in 2019¹⁹ (14% gain in terms of AFS). Inflation also increased between these years, with a net increase of about 12%²⁰ (12% loss in terms of AFS). If inflation is subtracted from the gain in exchange rate, the net gain is 2%, which is not significant, implying that, on the whole, exchange rate and price movements did not affect the real amount of money available to the project.

19 <https://freecurrencyrates.com/en/exchange-rate-history/USD-AFN/2018>

20 <https://www.statista.com/statistics/262062/inflation-rate-in-afghanistan/>

3.3.4.2 Progress by province

No clear budgets were allocated to the provinces in the budget document. UNDP and MAIL had decided at the start of the project that money will be allocated to provinces in annual budgets on need basis. A table showing progress by province is given in Annex XII Balkh was the first province to show progress especially on the livelihoods component; money was spent on construction of greenhouses, underground storage and provision of solar dryers. Largest size of rangeland plantations happened in Balkh. Some innovative structures such as rain water harvesting reservoir and solar system-based water supply sub-projects were implemented in Balkh. Largest number of irrigation sub-projects (20) were completed in Balkh. Balkh received close to USD 2.98 million of project funds. In terms of expenditure, the second highest recipient is Uruzgan (USD 2.93 million). Uruzgan trained the largest number of men and women (299) on livelihood skills. Under productive infrastructure, 12 sub-projects were initiated, eight were completed and four were canceled due to security situation. Under livelihoods component 31 sub-projects were initiated and 28 were completed. The amount spent in Uruzgan is much higher compared to the number of irrigation and livelihood sub-projects completed on ground. Expenditure wise, third province is Herat (USD 2.82 million). Herat had slow progress before the MTR. Several irrigation sub-projects (17 initiated, 15 completed) were completed after the MTR. Largest number of greenhouses (61) were constructed in Herat. Ten food processing centers were also established in Herat. Rangelands were also rehabilitated in Herat (130 hectares), where shifting sand is major threat for houses and crops. Panjshir province received the lowest amount of project funds (USD 1.48 million). Panjshir initiated 33 livelihood sub-projects out of which 30 were completed. Livelihood activities included greenhouses, solar dryers, and underground storage. Under productive infrastructure, 12 projects were initiated and 11 were completed. Panjshir completed 23 hectares of community based afforestation activities.



Figure 4: Sorkhocha and Mirji rain water storage, Balkh

3.3.4.3 Quality of outputs and achievement of targets

Quality, according to Oxford Dictionaries²¹ is “The standard of something as measured against other things of a similar kind; the degree of excellence of something.” In development sector, quality of an output generally stands for something that fully meets the stated needs and requirements. Quality also means the product or service is valuable and durable and is useful for a long period of time. However, these expectations or requirements of products and services are rarely described in project documents. Quality of products and services delivered under component 1 was in general mixed. Quality of Climate risk information and appropriate response measures may be rated, based on response of trainees, as moderately satisfactory. While this training created awareness, the training was not good enough to train users to measure CC risk or be able to user vulnerability assessments



Figure 5: Qala Nawak Safar Khan Canal, Herat

21 <https://www.lexico.com/en/definition/quality>

in their work. Quality of Climate Change Scenarios report may also be rated as moderately satisfactory, as it is based on reasonable analysis of available data with reasonable models for forecasting. However, undue delay in the release of this report till the end of the project, especially due to linguistic and presentation issues, makes it a low-quality output, as users were not able to derive value from it for the last several years. Quality of CCA Integration toolkit, while well organized and formatted, is rated moderately satisfactory as it is general, does not address specific issues faced at the local level, does not assign roles to local actors, and is fairly complicated from the perspective of provincial government staff. Besides, this output was delivered in the last year of project implementation when it may not be possible to integrate climate change in provincial plans due to planning calendar constraints. First round of CCA integration (before MTR) was rated inadequate by the MTR team. Second round of CCA integrated provincial and local plans is yet not available and is not likely to be available by the end of the project, which makes the quality of this product moderately satisfactory.

Quality of outputs under Component 2: Resilient Livelihoods is generally satisfactory. The project went through a learning process. In the beginning, the project organized food processing groups of women but over time it became clear that the small groups faced problems in marketing of their products, as they could not make professional quality processed food products and they did not have reasonable economies of scale. So, after the MTR the project switched to food processing centers where a bigger group is organized, equipped with good quality package of utensils and other tools, and given proper training. The project has collaborated with GIZ to provide professional training on food processing. The result is that quality of products at the food processing centers is good and they are more cost effective. But it is not clear if they still benefit the most marginalized and vulnerable women, as the centers are established in relatively bigger populations. A similar learning happened in case of greenhouses. Earlier greenhouses were smaller with limited training and equipment. But the greenhouses built after the MTR are bigger in size, have more equipment to monitor temperature and humidity, fans to cool inside of the greenhouse, and air vents to flow of air. Based on the MTR recommendation, these later greenhouse owners got very good training on land preparation, selection of seeds, weeding, watering, pest control, control of light, humidity, and temperature, and better marketing. While these greenhouses are highly profitable and they engage and pay women as laborers, they run the risk of benefiting the owner disproportionately. It is not clear if the profit is shared with women.

The evaluation team visited several sub-projects (canal intake, flood protection wall, water supply project, etc.) under Component 3: Productive Infrastructure and found the quality of the construction design, material, and works as satisfactory. Communities expressed similar opinion about the works. Government staff in other departments (DRRD, DoEW, NEPA) expressed high satisfaction over the quality of the CCAP construction work. Selection of the site of the construction was generally well chosen and one could see everything working well. One drinking water supply sub-project visited by the team had a well-installed solar system and pump, accompanied by about seven-kilometer-long pipes serving almost every household in a village. A caretaker collects some amount from households for repair and maintenance and for his salary. The only issue with some outputs of this component is sustainability arrangements, which is discussed further in “Sustainability” section.

3.3.4.4 Cost-effectiveness

Evaluation of cost-effectiveness of a project or output is a difficult task, as a reasonable measurement would require information on cost of each and every output of the project, cost of an equivalent output produced by another project, agency, or under another scenario to achieve similar outcomes. But these unit costs are not available for CCAP or a comparison project. The evaluation team used a qualitative approach and criteria given in the UNDP TE Guidance, which are not quantitative (see the text box to the right).

Compliance with incremental cost criterion is not checked, as incremental cost was not the basis of funding of CCAP by LDCF/SCCF. Co-financing is discussed elsewhere in this document but the project did not attract co-financing from any donor. The project did complete all of its revised output targets and most of its outcome targets, which can be taken as a measure of cost-effectiveness of the project. However, number of target beneficiaries (third objective level indicator of the results framework) was revised drastically downward, which raises the question whether the project exceeded its outcomes. It is difficult at this stage whether the project achieved the Global Environmental and Development Objectives but good progress has been made in this regard (see “Impact” section for more information).

In terms of comparison of costs, the Evaluation team, during field visits, asked questions about the amount of money spent on a particular sub-project (greenhouses, solar systems, infrastructure sub-projects, etc.) and discussed it with other agencies such as MRRD for comparison and also compared it with their own experience of similar other projects in similar contexts. The conclusion was that the sub-projects were generally completed cost-effectively for the given quality and in a timely manner. Contracting seemed to be competitive and communities were involved in monitoring the quality of the inputs during construction. Communities themselves were of the opinion that the cost of completed works was not excessive based on local standards.

Cost-Effectiveness

“Cost-effective factors include:

- Compliance with the incremental cost criteria and securing co-funding and associated funding.
- The project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of Global Environmental and Development Objectives according to schedule, and as cost-effective as initially planned.
- The project used either a benchmark approach or a comparison approach (did not exceed the costs levels of similar projects in similar contexts).”

Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects, UNDP, 2012

3.3.5 Country ownership

When the project was formulated, few in the government were aware of the importance of climate change adaptation. UNDP took the lead and planned to manage some PMU positions directly. But at this point MAIL requested to allow recruitment of all PMU staff nationally. The project went through some difficult times at startup and commitment of the government vacillated. But once the incumbent government took charge, the environment became highly supportive to CCAP. CCAP was declared as flagship project of MAIL and the MAIL leadership showcased it to donors to attract more funds for climate change. MAIL was able to get funding for several other GEF projects through UNDP and FAO. Current leadership of MAIL seems to be less interested in the climate change agenda. NEPA was already implementing LDCF1 project and was always supportive of CCAP. But NEPA, despite being the GEF Focal Point, did not have adequate capacity to make more meaningful contribution to the project in terms of providing strategic guidance and practical advice. MoEW has been very keen to mainstream climate change in its work, as it deals with mega water and energy projects, which are directly related to climate change. MoEW started organizational level integration of climate change in

its policies and procedures, which may be ahead of any other government agency in Afghanistan. MRRD, while always supportive of climate change adaptation, has been less proactive in integrating climate change adaptation in its work. MRRD has shown willingness to train its master trainers through CCAP to replicate climate change integration planning in all the provinces of the country. CCAP has still not capitalized on this major opportunity for climate change integration. Faculty of Physical Sciences, Kabul University strongly supported the project, as it foresaw major adaptation challenges for Afghanistan in the future. However, the University did not get any research funds or facilitation for data collection on climate change issues, which could have resulted in some original knowledge.

3.3.6 Mainstreaming

Duration of the project coincides with two UNDP Strategic Plans (2014-2017 and 2018-2021). CCAP is in line with core vision of the Strategic Plan 2014-2017: *To help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion*. With two components of the project focused on increasing income of rural populations where poverty rate is 58.6%²². Among other things, the project addresses the inequalities and exclusion faced by women in Afghanistan by prioritizing women for several interventions and suggesting affirmative action. In terms of outcomes of the Plan, CCAP has contributed to and mainstreamed first outcome *“Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change”*, the first outcome *“Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded”* and fourth outcome *“Faster progress is achieved in reducing gender inequality and promoting women’s empowerment”*. Similarly, Strategic Plan 2018-2021 focuses on eradication of poverty, building resilience to crises and shocks and transformation of UNDP around Sustainable Development Goals. CCAP mainstreams all these focus areas of the new Plan too.

Besides mainstreaming UNDP’s global priorities, CCAP outcomes conform to the outcomes of the Country Programme Document 2015-2019 (CPD) and UNDAF. For example, CCAP outcome 2 and outcome 3 conform to UNDAF1/country programme outcome 3: *“Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions.”* Similarly, to a lesser extent, CCAP objective and all three outcomes conform to UNDAF 3/country programme outcome 4: *“Social equity of women, youth and minorities and vulnerable populations is increased through improved and consistent application by Government of principles of inclusion in implementing existing and creating new policies and legislation.”* by prioritizing needs of women in CCA awareness, adaptation training, and livelihood opportunities.

CPD outcome 3 includes resilience building through climate change adaptation and disaster risk management. There is clear evidence (as noted in earlier sections) that CCAP has contributed to better preparations to cope with natural disasters by building knowledge on climate change and adaptation options, by improving incomes, and by constructing infrastructure which has significantly reduced damage and loss by floods and, to a lesser extent, by droughts.

The project design clearly included analysis of women’s condition and barriers to their participation in the development process such as limited access to social services, limited access to agricultural extension and livelihood options, insufficient ownership of assets, and cultural issues, etc. Gender disaggregated targets were specified for outputs and outcomes and operational measures were also suggested. Project did hire some female staff as social mobilizers and as a finance officer but, despite several efforts, women could not be hired for other positions. Women were organized into self-help groups to enhance their income and give them voice as a group. Mostly women were hired as laborers

22 Central Statistics Organization, 2018. *“Afghanistan Living Conditions Survey (2016-17)”* Kabul

for greenhouses and women were given priority when choosing beneficiaries of solar dryers, honey bee-keeping, etc.

CCAP mainly focused on environmental adaptation issue but several other UNDP programming areas converged in its activities such as eradication of poverty (focus on income generation), disaster risk management (infrastructure to control flow of flood water and prevention of migration by harvesting rain water and water storage reservoirs), conflict prevention (reduced conflicts on availability and distribution of water, increased availability of food, rehabilitation of rangelands) and improved governance (capacity building of national and local institutions for better service delivery, sensitization on positive role of women).

3.3.7 Sustainability

Box 6: Evaluation Criteria – Sustainability

To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?

- To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?
- Is there adequate all-party commitment to the project objectives and chosen approach?
- To what extent is there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries?
- What has been the quality of execution of the implementing partner, and if applicable where are there specific areas for improvement?
- What is the likelihood that the project results will be sustainable in terms of systems, institutions, financing and anticipated impact?
- What is needed for the project intervention to be adapted/replicated further?

Overall sustainability rating

Likely	Moderately Likely ✓	Moderately Unlikely	Unlikely
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The project document considered CCAP to be highly sustainable as it planned to create high ownership, build institutions to support it, and create sufficient technical and institutional capacity building to continue to support the project after its closure. However, the project document did not elaborate on availability of financial resources to take care of the operation and maintenance and repairs of the project investments after its closure. The MTR had rated sustainability of the project interventions as “Moderately Likely”. The MTR had pointed out that neither the government of Afghanistan nor the communities had funds to undertake major repairs of the project investments in case of a natural disaster.

3.3.7.1 Financial risks

Financial risks rating:

Likely	Moderately Likely ✓	Moderately Unlikely	Unlikely
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The project did not succeed in getting co-financing funds from other donors. Government of Afghanistan does not have fiscal space to continue to fund the activities similar to ones created by the project or provide funds for repair of the investments. MAIL and NEPA have got funding for other climate change projects but those funds cannot be used in the provinces supported by CCAP. CCAP has been able to reach only a small fraction of villages in every province. There is still need for large amounts of money to reach each and every village and improve their resilience to climate change.

Certainly, government of Afghanistan will not be able to spare any funds from national sources to expand CCAP interventions in other geographic areas. Project staff had informed MTR team that Water Users Associations were being organized under a World Bank project (On-Farm Water Management), which would provide training on operation and maintenance, collect funds for operation and maintenance and repairs and reduce conflicts on distribution of water. However, the Evaluation team found that in all the productive infrastructure sub-projects visited by it, no water user association is still in existence. Communities collect some funds which are sufficient for usual operation and maintenance (salary of miraab, minor purchases) but not sufficient for repairs or rehabilitation in the future. The only option for repairs seems to be some other donor project or donor money, which becomes available in the future. During the “Initial Findings Presentation” by the final evaluation team, focal point for the UNDP Small Grants Programme (SGP) pointed out that SGP funds could be provided to communities if they needed repair. But this information needs to be passed on to the communities.

Government of Afghanistan is not likely to continue support for climate change awareness, vulnerability assessment, and use of climate risk information through its own funds in the project provinces. But many government departments in provinces still do not know no much about climate change risks and ways to respond to those risks. Livelihood interventions are likely to see sustainability of benefits through the profits of the owners and with some support from the private sector. Women Self-Help Groups do not seem to be sustainable, as many of them were not sufficiently profitable. Worsening armed conflict in Afghanistan poses a serious political threat to the sustainability of project interventions and the project should consider ways to minimize the effects of this conflict.

3.3.7.2 Socio-economic risks

Socio-economic risks rating:

Likely	Moderately Likely ✓	Moderately Unlikely	Unlikely
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Ownership of climate change adaptation within the government is now sufficiently high, as climate change discussion is no longer seen as a fad but a real challenge facing the country; people everywhere feel the effect of rising temperature and increasing scarcity of water. However, except the participating agencies of CCAP (also including Afghanistan National Disaster Management Authority), awareness of climate change risks and required response is limited among other government ministries and departments such as the Ministry of Economy or the Ministry of Finance. In the non-profit sector, Afghanistan Resilience Consortium (ActionAid, Afghanaid, Concern Worldwide, Save the Children, and UNEP) are implementing “*Strengthening the Resilience of Afghanistan’s Vulnerable Communities against Natural Disasters (SRACAD)*”, which is an initiative of the Department for International Development (UK) and touches on some aspect of climate change by building resilience of Afghan communities against natural disasters. Aga Khan Foundation Afghanistan have implemented the Australia-Afghanistan Community Resilience Scheme as part of an NGO consortium, which includes adaptation of Afghan communities to climate change.

Communities were consulted at project design stage and the need assessment for project interventions was community driven. Community was involved in the selection of sites and monitoring the quality of productive infrastructure. CDCs were involved in selection of beneficiaries of women SHGs, food processing centers, and greenhouses, etc. So, the ownership among the communities for the project interventions is good. However, more than 58% households in rural Afghanistan still live below the poverty line and poverty is one the rise in Afghanistan. Dwindling incomes may pose a threat to rangelands, plantations, and operation and maintenance of project investments.

3.3.7.3 Institutional framework and governance risks

Institutional framework and governance sustainability rating:

Likely	Moderately Likely ✓	Moderately Unlikely	Unlikely
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Institutional framework and governance under the current government is supportive of climate change adaptation. With support from GEF projects, MAIL NRM Strategy was modified recently to mainstream climate change adaptation in natural resource management process in Afghanistan. MAIL has tried to get major funding from World Bank to further the CCA agenda in the country but there has not been much success yet. Other GEF supported projects are working on policies related to mitigation of climate change besides adaptation. While government of Afghanistan has implemented several policy and procedure level changes to bring transparency and accountability to human resource management, procurement, and financial management, governance remains a challenge in Afghanistan. UNDP is now working very closely with the Ministry of Economy to align national strategies and plans with Sustainable Development Goals, which are likely to improve governance arrangements, among other things. Project has worked with existing institutions for planning, implementation, and monitoring of its outputs. Current accountability system in these institutions is likely to continue if the current governance system in Afghanistan remains intact.

3.3.7.4 Environmental risks

Environmental sustainability rating:

Likely	Moderately Likely ✓	Moderately Unlikely	Unlikely
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The project document shows that CCAP did not require any significant environmental safeguards. Activities of the project under component 1 are only softcore. Activities and outputs under component 2 are mostly related to food growing and processing interventions, which barely pose any environmental risks. Tree plantations, rangeland rehabilitation, and availability of more water for crops and tree through productive infrastructure all tend to improve environment. The evaluation team did not find any significant negative effects of the project interventions on environment. Construction sites were properly cleaned, leveled, and planted with trees or grass to create a good aesthetic effect. Agro-chemicals used in greenhouses are not known to have caused any significant environmental effect. Scale of productive infrastructure is too small to create any negative effects for upstream or downstream habitats. The only environmental risk is climate related: Major unexpectedly severe floods or droughts can significantly damage project investments.

3.3.8 Impact

Box 7: Evaluation Criteria – Impact

Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?

- What is the wider perception of the project, its image, applicability and performance? Are project communications effective in positively promoting the project to a wider audience?
- What are the results (or preliminary results) of the intervention in terms changes in the lives of beneficiaries against set indicators?

Rating

Highly Satisfactory	Satisfactory ✓	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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CCAP certainly has already demonstrated (as documented in the “Effectiveness” section) some development impact, which include improved livelihoods, improved food security, contribution to

economic growth, and gender equality, etc. However, environmental impact of the project is not so straightforward and needs analysis.

- Key intended impact of Climate Change Adaptation focal area in GEF5 Strategic Results Framework (and in CCAP Tracking Tool) is “Reduced absolute economic losses at country level due to climate change, including variability”. The relevant indicator is “Economic loss trend over a project period and beyond due to climate change, including variability”.

CCA-1: “Reducing Vulnerability”

- CCAP has made some progress on Outcome 1.1 of CCA-1 “Mainstream adaptation in broader development frameworks”. Looking at the CCAP Tracking Tool at Terminal Evaluation, some community and provincial level plans included CCA integrated plans but implementation of the plans was not tracked and budget allocations were not pursued.
- The project made some good progress on Outcome 1.2 of CCA-1 “*Reduced vulnerability to climate change in development sectors*”. Close to 2,530 men and women each got access to drinking water supply. There was increase in agricultural productivity both through increased availability of water for crops (infrastructure improvements) and through use of greenhouse technology with substantial training in their operation and maintenance. Estimate of the increase, however, is unreliable as CCAP never conducted any economic survey or systematic collection of data on outcomes. Increase in agricultural productivity has mostly happened in cereal crops and vegetables and fruit, which combined with support for food processing centers, have made more food available in the project villages. While income of farmers and female workers at the food processing centers and greenhouses has mostly gone up, 30% increase, as estimated by the project seems excessive. CCAP has no basis for this percentage. Consultations of the Evaluation team at community level indicate that, on average, the increase in income might be around 10-15%.
- Under CCA-1, Outcome 1.3 “*Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas*”, CCAP contributed to increase in income of households who ran greenhouses, solar dryer, raisin drying room, and honey bee-keeping activities with support from the project. In numbers, women benefited more from livelihood activities. Increase in income was less than 30% (as emphasized by the project), perhaps 10-15% on annual basis. In terms of percentage of households with resilient income, contrary to the project estimate, the actual percentage may not be more than 50%. There were few households in a village who benefited from livelihood activities. The project scrapped support for non-farm income diversification activities, which could have diversified incomes away from climate dependent agriculture.

CCA-2: “Increasing Adaptive Capacity”

- Under Outcome 2.1 “*Increased knowledge and understanding of climate variability and change-induced threats at country level and in targeted vulnerable areas*”, CCAP completed the Climate Change Scenarios Report but was not able to disseminate the report or its information, the outcome sought by LDCF/SCCF, to relevant stakeholders till the time of conduct of the Final Evaluation.
- Under Outcome 2.2 “*Strengthened adaptive capacity to reduce risks to climate-induced economic losses*” CCAP Tracking Tool did not have any indicator. However, capacity of MAIL was certainly improved to some extent to reduce climate-induced economic losses” and the project should get some credit for this capacity building.
- Under Outcome 2.3 “*Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level*” there was a target at CEO Endorsement that 50-75% of the target population was aware of predicted adverse impacts of climate change and appropriate

responses. The results had to be reported based on a survey of the population. But the Tracking Tool at Final Evaluation does not report anything in the relevant cells. CCAP never conducted a survey to check the awareness. As the Climate Change Scenarios report and other similar reports prepared by other entities have not been shared with the target population, the achievement on this outcome is actually close to zero.

What is clear from the above discussion is that CCAP made a sizeable contribution in reducing vulnerability outcomes of targeted populations. However, CCAP's contribution to the outcomes of increasing adaptive capacity, despite completion of several outputs in this regard, has been limited. In terms of Global Environmental Benefits (GEBs), as given in GEF5 Results Framework²³, interim results show that CCAP is likely to contribute to the following benefits:

- Strategic Goal 1 -- *Conserve, sustainably use, and manage biodiversity, ecosystems and natural resources globally, taking into account the anticipated impacts of climate change.* By rehabilitating rangelands, through large scale plantations, and building irrigation infrastructure, CCAP has helped in *arresting or reversing current global trends in land degradation, specifically desertification and deforestation.* However, magnitude of the contribution is relatively small as the project was implemented in a small fraction of villages in four provinces. Benefits are likely to last for several years.
- Strategic Goal 2 – *Reduce global climate change risks by: 1) stabilizing atmospheric GHG concentrations through emission reduction actions; and 2) assisting countries to adapt to climate change, including variability.* While CCAP may not have contributed significantly to GHG emissions, climate change risks have been reduced in Afghanistan by reducing vulnerability of populations and by building capacity of the government of Afghanistan to respond to climate change adaptation challenge.
- Strategic Goal 4 - *Build national and regional capacities and enabling conditions for global environmental protection and sustainable development.* CCAP has catalyzed climate change adaptation agenda within UNDP Afghanistan by building capacity of staff on planning, management and implementation and development of policies. Similarly, CCAP has built capacity of MAIL for planning, management and implementation in particular and other partners (MRRD, MoEW, NEPA and Kabul University) in general. However, CCAP has not built capacity for monitoring and evaluation of environmental impacts and trends.

A GEF Lessons Learned report²⁴ concluded that “With regard to global environmental benefits, both LDCF and SCCF projects are expected to have limited impact”. In terms of the impact issues highlighted in the TE Guidance, it is not possible to report verifiable improvements in ecological status. Some small outputs such as rangeland rehabilitation and plantations may have reduced GHG emissions or productive infrastructure outputs may have reduced erosion of soil or degradation of land. But sizeable impact on the ecological status is not expected. Benefits, however small, are likely to accrue for several years. Main contribution of CCAP is in reducing vulnerability of target populations.

23 https://www.thegef.org/sites/default/files/council-meeting-documents/GEF_R5_31_CRP1_4.pdf, page 83

24 Independent Evaluation Office, GEF, October 2017. “Lessons Learned - Climate Change Focal Area Study”, page 54.

3.4 Conclusions, Recommendations, and Lessons

3.4.1 Conclusions

- a) In terms of objectives, CCAP design was generally good. Relevant problems were identified and appropriate solutions were proposed. Components of the project reflected priorities of GEF and the Government of Afghanistan. Management arrangements were adequate. Weaker parts of the document included unclear logic on lessons learned from other projects, excessive repetition of problems, no description about co-financing, poor analysis of outcomes and related indicators and results framework, no specific role and budget for responsible partners, inadequate sustainability arrangements/exit plan, and limited clarity on component 1 CCA Integration.
- b) Based on actual cost estimates and challenges faced in the field, CCAP revised down its target number of beneficiaries, rangeland rehabilitation targets and revised up number of provinces from 4 to 34 for preparing Climate Change Scenarios report. Support for non-farm enterprises was dropped; the decision was not taken to benefit the project but to focus only on activities which were within the existing mandate of MAIL. Proposed climate change adaptation activities in local plans focused only on traditional MAIL activities; broad based adaptation was not pursued.
- c) Responsible partners and stakeholders such as Kabul University were not happy with their role and resources in the project document and frequently complained that they acted only as observers in the project board meetings but they had no participation in the implementation of the project. Except verbal support and minor data sharing, no real collaboration was pursued or happened among the stakeholders. An exception was the climate change awareness training where NEPA arranged the facilitators. CCAP could have collaborated with Citizens' Charter to integrate climate change in local planning or it could have collaborated with MoEW on ecosystem level activities. No meaningful research or support happened between CCAP and the Kabul University. Similarly, real collaboration with UN agencies such as FAO was absent; an exception was a major tree plantation sub-project in Khulm District, Balkh where WFP planted trees and CCAP provided the watering system.
- d) Project management expenditure exceeded 71% of the cost given in the ProDoc. Final expenditure (plus remaining budget for the head) is about 8% of the project cost. UNDP and CCAP need to understand why the project management expenditure escalated to such a high level.
- e) As co-financing contribution, cash financing of USD 30,000,000 by GoIRA seems totally unjustified. It seems that government never allocated its annual regular budgetary funds for the project. USAID contribution of USD 70,000,000 also seems unjustified, as project document did not mention the terms and conditions of this contribution.
- f) Most of the additional funds received by CCAP were spent on component 2 resilient livelihoods and project management. The project is likely to spend all the funds before closure of the project. Several audit reports reported irregularities in the hiring and compensation of project staff, which was not justified in management response.
- g) Progress monitoring was good but outcome monitoring, revision of results framework, documentation of impact and lessons, and knowledge exchange were not satisfactory. Project did not go beyond anecdotal documentation of impact. There was mismatch in some outcome targets given in the Tracking Tool and the Results Framework.
- h) Both UNDP and MAIL performed very well in terms of execution of the project, especially in the context of ongoing conflict in Afghanistan. Delivery of hardcore results was good but both agencies could not adequately grasp and handle softcore results such as adaptive capacity building. Stakeholders were generally happy with the responsiveness of CCAP and UNDP.
- i) All the project components and outputs are highly relevant to the needs of the target communities and sub-national government and aligned with the priorities of GEF, GoIRA, UNDP and other UN agencies.
- j) CCAP has satisfactorily achieved its objective and outcomes for component 2 livelihoods and

- component 3 productive infrastructure. Achievement against outcome of component 1 CCA integration had limited success as there were gaps in CCA mainstreaming and in building adaptive capacity.
- k) Despite delays in the first two years CCAP implementation was completed in time for the original budget. Extension time was required to spend additional funds and manage delays caused by the security situation. Output targets were generally exceeded but some key targets such as target beneficiaries were significantly revised down. Quality of outputs under component 2 and 3 is satisfactory but there are gaps in quality of the outputs of the component 1. Project outputs were completed in a cost-effective manner.
 - l) Quality of project investments is generally good, which are likely to sustain benefits for several years. However, sustainability/exit plan was not prepared and operation and maintenance and repair arrangements are mostly informal. There is a need for systematic training on operation and maintenance, some sort of user associations, collection of pooled funds for repairs, and linking with other financiers, government departments, NGOs, and private sector to prolong the benefits.
 - m) Several interventions such as food processing centers, solar dryers, raisin drying rooms, honey bee-keeping were designed to benefit women, which resulted in increase in their incomes. Women were socially organized to support each other. Communities and districts giving greater role to women were rewarded.
 - n) Project has successfully reduced vulnerability of target populations and made a moderate contribution in improving adaptive capacity of communities and government, the key impact of climate change adaptation. However, project would have limited impact on environmental mitigation and consequently on improving environmental status or reduction in stress on the ecosystem, as the project did not undertake major mitigation activities.

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

Recommendation	Actions	Responsibility
Design		
1. Responsibilities and resources of key partners should be clearly defined to promote meaningful participation.	1.1 Instead of using Stakeholders Matrix in ProDoc, UNDP Project designs should concisely describe terms of partnership for key partners with binding effect.	UNDP
	1.2 ProDocs should clearly allocate budget to key partners in line with the terms of partnership based on negotiations.	UNDP
2. Results Framework should be prepared in line with the UNDP PME Handbook and requirements of the donors.	2.1 Results Framework and Tracking Tool, before finalization of ProDocs, should be vetted by a qualified M&E adviser to fully align it with the concepts of the Results-Based-Management approach and truly representing the work intended to be done by the project.	UNDP
	2.2 Results Framework should separately include outcome and output indicators, which are SMART, with clear and budgeted means of verification and reflected in the M&E Plan.	UNDP
	2.3 Responsibilities for baseline/endline surveys and periodic outcome monitoring and reporting, required studies, and budget should be clearly mentioned in responsibilities of the project board, project	UNDP

	manager/UNDP program manager, M&E Plan, and project budget.	
3. CCA integration and capacity building in climate change projects should be comprehensive, broad based, practical, and benchmarked from other projects and countries.	3.1 CCA integration and mainstreaming components should be very practical and simple and should go beyond planning and into financing/budgeting, implementation and monitoring of planned actions (project cycle approach).	UNDP
	3.2 CCA integration and capacity building work should clearly give roles, among others, to the Ministry of Economy (for coordination and mainstreaming CCA) and the Ministry of Finance (for budgeting/financing) to spread the awareness and responsibility across the entire Government.	UNDP
	3.3 As awareness on climate change is still very low in Afghanistan, CCA projects should arrange several rounds of ongoing comprehensive training on climate change risks and responses for several government ministries and departments, non-profit, academia, and communities. Training should be supplemented with public awareness campaigns through radio, television, print media, and through distribution of public awareness material.	UNDP
4. Sustainability strategy should be an essential part of ProDocs.	4.1 Sustainability/exit strategies should clearly specify stages of level of support to be provided by the project for project investments, steps in gradual reduction of project support by investment, necessary social, technical, and financial arrangements for sustaining benefits after project closure, linking communities and investments to other support providers, helping project staff find jobs, and steps for an orderly closure of the project.	UNDP
Implementation		
5. CCAP should quickly train master trainers of Citizens' Charter programme implemented by MRRD to mainstream climate change adaptation.	5.1 MRRD is willing to get its master trainers trained through CCAP on climate change risks and adaptation measures. CCAP should send a letter to the Capacity Development Division of MRRD with reference to TE discussions; change should be requested in the Operations Manual of Citizens' Charter, which is likely to happen after approval from the World Bank. The training should include planning, implementation, and monitoring of CCA activities. The training should be organized ASAP, as it will help in mainstreaming CCA all over the country.	CCAP/ MAIL
6. L&R Unit should piggyback "Mobile Public Awareness" van run by the Governance Unit to spread CCA awareness messages.	6.1 Through CCAP, CDRP and other projects, L&R Unit should benefit from the "Mobile Public Awareness" van/team managed by the Governance Unit in various parts of the country and share messages on CCA awareness as part of the public awareness campaign. The sharing should happen as regular part of the work of the L&R Unit.	UNDP
Monitoring and Evaluation		

7. CCAP should hold a “Closing/Lessons Learned” workshop with stakeholders.	7.1 Just as in case of Inception Workshop, CCAP should invite a wide range of stakeholders for a Closing/Lessons Learned Workshop to promote accountability, learning, visibility, and handing over and linking of the project investments to potential stakeholders. Relevant provincial NGOs should also be invited. Women should be encouraged to participate.	CCAP
8. CCAP should share its knowledge and lessons through knowledge sharing platforms.	8.1 As had been planned in the project document, CCAP should share, before project closure, its lessons and achievements through knowledge platforms such as Adaptation Learning Mechanism . This knowledge has to be richer documentation and analysis and should go beyond pictures and success stories.	UNDP

3.4.3 Actions to follow up or reinforce initial benefits from the project

Recommendation	Actions	Responsibility
9. CCAP should quickly prepare and implement a sustainability plan to prolong benefits of project interventions.	9.1 CCAP needs to prepare and implement a sustainability plan urgently to ensure that all elements of the “Sustainability Strategy” recommendation above are covered.	CCAP
	9.2 Before project closure, CCAP should arrange a technical training of CDCs/miraabs on operation, maintenance and repairs of project investments. CCAP should consider using the “Maintenance Manual for Irrigation Structures” developed by Citizens’ Charter Program, which is based on FAO recommendations and bench-marked from similar projects.	CCAP
10. CCAP should revise Community Development Plans and Provincial Plans to reflect new CCA Integration training.	10.1 CCAP should make sure that, before project closure, most Community Development Plans are revised in accordance with the CCA Integration training and, where possible, communities are linked with funding agencies to finance proposed climate change adaptation measures in the plans.	CCAP
	10.2 CCAP should, before project closure, either revise the Provincial Development Plans themselves or arrange training for the Ministry of Economy’s planners to integrate CCA in the Plans.	CCAP
11. CCAP should deliver another round of training on climate change risks and response measures before project closure.	11.1 To account for staff turnover and retirement, CCAP should arrange another round of 3-day training for the national and provincial staff of the participating ministries and other important stakeholders on climate change awareness, causes and risks, use of risk assessments, and response and adaptation measures at different levels. A training manual should be provided to participants. Women should be prioritized.	CCAP
12. CCAP should train MAIL on implementation of recommendations of the Climate Change	12.1 Before closure, CCAP should arrange a training on implementation of the recommendations of the Climate Change Scenarios report for key MAIL staff in Kabul and in the four provinces including agricultural extension workers. Needs of women farmers should be highlighted.	CCAP

Scenarios Report and on Operation and Maintenance training for greenhouses.	12.2 CCAP should train agricultural extension workers in the four provinces on operation and maintenance of livelihood investments (greenhouses, food processing centers, etc.) and productive infrastructure, so that they can provide some troubleshooting support to communities after closure of the project. A training manual should also be provided.	CCAP
13. CCAP should continue to link project communities and investments with other agencies to prolong benefits.	13.1 CCAP should continue to link its food processing centers, greenhouses, etc., with markets, private sector providers, technical service providers, especially women-run enterprises. Productive infrastructure should be linked with GEF-Small Grants Programme, ANDMA, and MRRD for emergency repairs and other financiers for further investments.	CCAP
14. Interaction with stakeholders should be more personal.	14.1 CCAP and UNDP should make personal visits and discuss findings and recommendations of reports instead of emailing the reports to stakeholders. This will create two-way dialog and will result in better understanding, actions, and ownership of the project.	CCAP UNDP

3.4.4 Proposals for future directions underlining main objectives

Climate change awareness and education is one of the most important parts of a GEF CCA project. While CCAP delivered better results on reducing vulnerability of populations, it was not so successful on integrating and mainstreaming²⁵ CCA in the development frameworks and processes. Similar projects in the future need to make sure that climate change awareness, integration, and mainstreaming are well-understood and get as much importance as building resilience and reducing vulnerability. Integration and mainstreaming should be built into all the steps of the project cycle (design, planning, implementation, monitoring and evaluation), not just into planning. Integration and mainstreaming should be pursued throughout the government and the Ministry of Economy (coordination) and the Ministry of Finance (budgeting) should be among the key actors in the process, besides NEPA.

Ecosystem based adaptation²⁶ was suggested in the CCAP document but sufficient activities were not included at the community level in this regard. A pilot ecosystem area has not been developed, which can serve as a model. Future initiatives should make sure that ecosystem based adaptation (reduction in ecosystem vulnerability) is ensured through valley and watershed level plans, awareness creation activities, and community level joint actions and monitoring. This will require selection of villages and districts co-dependent on an ecosystem. To reduce vulnerability of ecosystem, a number of activities such as afforestation/agroforestry, reduction in firewood cutting, rotational grazing, conservation of biodiversity, keeping water channels on their natural path and clean, rehabilitation of rangelands, green infrastructure for flood protection, disaster risk management, drought management measures, rainwater harvesting, surface and ground water conservation and management, etc., need to be practiced in selected watersheds to serve as model and benchmark for replication of the approach in other contexts. Reduction in vulnerability of communities should still be pursued through other outputs, as short-term interest of the communities lies in improving their incomes and living conditions but long term adaptation benefits and externalities will accrue only through reduction in

25 UNDP-UNEP Poverty-Environment Initiative, 2011. *“Mainstreaming Climate Change Adaptation into Development Planning: A Guide for Practitioners -- Environment for the MDGs”*

26 https://www.thegef.org/sites/default/files/council-meeting-documents/Operational_Guidelines_on_Ecosystem-Based_Approaches_to_Adaptation_4.pdf

the vulnerability of the ecosystem. Project designs should include indicators to monitor both human and ecosystem vulnerability and measure improvements in the indicators as a result of project interventions.

CCAP and MAIL are of the view that afforestation activities should be included in all CCA projects, as they bring about a major improvement in the ecosystem status and services. Blinding and choking dust storms, especially in the North, have become a major health, agricultural, and environmental hazard. Afforestation will help in reducing the negative effects of such storms and many other benefits documented in this report.

An excellent opportunity to mainstream climate change adaptation within the country is for the Livelihoods and Resilience Unit to be proactively involved in the planning and implementation of the Afghanistan-Sustainable Development Goals (A-SDGs)²⁷ with the Governance Unit and the Ministry of Economy. A-SDGs are nationally aligned targets, indicators and baselines to localize global SDGs. UNDP CDP 2014-19 Afghanistan was prepared before changing the shift from MDGs to SDGs starting in 2015. UNDP is designated as integrator of SDGs in a country. Objective of the A-SDGs is to move away from a war economy to a peace economy; instead of implementing isolated projects, the approach emphasizes integrated programming towards holistic development of the country. A-SDGs have now moved from nationalization (Mar 2016-Mar 2018) and alignment/localization phase (Apr 2018-Nov 2018) to implementation phase (Jan 2019-Sep2030). A recent week-long SDGs Roundtable in Afghanistan²⁸ identified six main signature solutions--poverty reduction, good governance, increased resilience, clean energy, sustainable environment and gender equality as main areas of focus for UNDP programme interventions. This implies restructuring of UNDP to respond to the challenge. With adoption of A-SDGs UNDP has an immense opportunity to mainstream climate change adaptation in government programming, budgeting, and monitoring and evaluation. Climate Change Adaptation is currently the mandate of the L&R Unit. In the future, all UNDP units need to be given responsibility for climate change awareness and adaptation in their respective areas of responsibility. A recent UN Department of Social and Economic Affairs (UNDESA) report²⁹ concludes that SDGs are in danger of going backwards unless achievement of SDGs is divorced from environmental degradation and rise of inequality. This report underscores the growing importance of climate change adaptation in A-SDGs.

Within UNDP, it is important to educate all the units about climate change causes, risks, resilience and adaptation options, and ways to mainstream climate change within their sphere of influence including, government, UN agencies, and NGOs, etc. For example, the Governance Unit works with municipal governments of Afghanistan. Cities in Afghanistan are growing fast (27.6% of population in 2017³⁰) and pose major environmental challenges due to “messy and hidden³¹” urbanization. Municipal governments need awareness and education on climate change and environmental risks and response options. If a few brief “talk” sessions are organized by the L&R Unit in a year for the Governance Unit and other units to apprise them about the latest concepts and developments in climate change and environment within and outside the country and their implications for UNDP work in Afghanistan, CCA can be mainstreamed within UNDP first, which can trickle down to the government, other UN agencies, and the non-profit sector. Under the “One UN for Afghanistan” strategy, CCA awareness and adaptation can be embedded in Education (Outcome 1), Food Security, Nutrition and Livelihoods (Outcome 3, 4, and 5), Health (Outcome 1 and 5), Return and Reintegration (Outcome 1 and 5) and

27

https://www.unece.org/fileadmin/DAM/SPECA/documents/kdb/2019/Presentations/4_S3._Afghanistan_Presentation_on_A-SDGs.pdf

28 <http://www.af.undp.org/content/afghanistan/en/home/presscenter/pressreleases/2019/AFG-WarEconomytoPeaceEconomy.html>

29 <https://news.un.org/en/story/2019/09/1046132>

30 <https://www.indexmundi.com/afghanistan/urbanization.html>

31 <https://www.worldbank.org/en/country/afghanistan/publication/leveraging-urbanization-afghanistan>

Rule of Law (Outcome 3) themes. Besides seeking GEF and other climate funds, the UN should consider using some of its own budget on creating awareness on climate change and response and adaptation options. Budget allocations for CCA should be monitored and evaluated under the One UN for Afghanistan's monitoring and evaluation system. As UNDP and UN seek to start employment and agriculture related projects in the future, especially with public-private partnerships, private sector should also be sensitized about the climate change risks and the need for adaptation.

3.4.5 Best and worst practices in addressing issues relating to relevance, performance and success

3.4.5.1 Relevance

Best: Selection of communities for most of the productive infrastructure and livelihood interventions was made through community applications to the provincial governor or Director DAIL, who decided or forwarded the applications based on need. This process ensured that project investments were fully owned by the communities, which helped with quality assurance during construction and assumption of community based operation and maintenance.

Worst: Dropping of non-farm SME support and channeling that money to farm-based interventions such as greenhouses was the worst example of relevance, as substitution of farm-based income with non-farm sources could have enhanced dependence of populations on agriculture. The SME support could have been contracted to an NGO. But MAIL preferred promotion of its traditional agriculture related activities, as it promoted its role as MAIL.

3.4.5.2 Performance

Best: Performance wise, the best practice was hiring of competent and dedicated staff in Kabul and the provinces who had relevant qualifications, experience and energy to serve the communities. A team of internationally qualified and progressive Minister MAIL, Director Programs, and CCAP Project Manager had a highly synergistic effect in energizing the project stakeholders, lifting up the profile of MAIL, and successfully initiating several projects.

Worst: Project M&E failed to track and document process and outcomes or bring improvements in M&E even after the MTR report. Reporting of progress was good but there is no evidence of physical data validation, which reduces reliability of the reported data. Despite clear guidance in the project document and further clarification in the MTR, baseline and annual outcome level data was not collected and thematic studies were not conducted. Both the M&E experts hired by UNDP and CCAP failed to produce any site visit report, data validation report, or outcome level monitoring report.

3.4.5.3 Success/Failure

Best: Quality of the productive infrastructure (small scale irrigation infrastructure, protection walls, water supply schemes, rainwater harvesting ponds, etc.) was highly rated by the communities, NEPA, MRRD, and MoEW in the provinces and Kabul. Selection of appropriate site, quality of the construction design, quality of the material, and durability of the entire works was visible to the evaluation team as well. These investments had significantly reduced vulnerability of the communities to flood and drought hazards, reduced degradation of the ecosystem, and helped lift economic life of most of the inhabitants in the villages by increasing crop productivity, food security, and income.

Worst: The Project, in general, failed to grasp the meaning of integration and mainstreaming of climate change and implementing it successfully. Although GEF5 Strategy and CCAP GEF Tracking Tool required the project to “budget” and monitor “budget allocations and implementation” of CCA

activities in community and government plans, the project essentially focused only on “planning” narrow MAIL related CCA activities (such as distribution of poultry, distribution of vegetable seeds, etc.), which MAIL was already planning and undertaking every year before start of CCAP. Even after the recommendations of the MTR, only some CCAP project based staff was provided training on newly developed integration toolkit while regular staff of MAIL and other key stakeholders was not given this training. The project staff is soon likely to leave MAIL after closure of CCAP and any capacity built for CCA integration is likely to be lost soon.

3.4.6 Lessons learned and best practices

- Stakeholder involvement should be clearly described as terms of partnership in the project document. Every stakeholder should be given a role according to its mandate and strengths and needs of the project. Role of MoEW, NEPA, and MRRD should be clearly described, budgeted, and resources allocated to responsible agencies. Ministry of Education should also be included as one of the participating agencies as CCA awareness creation is easier through schools. FAO, ICIMOD and other NGOs should be involved in knowledge exchange and research activities.
- The project took a year to complete recruitment of project staff. Advertising of project positions should have been undertaken as soon as Local Project Appraisal Committee (LPAC) meeting is held.
- Project budgets should have been detailed, as donors do not like special approvals for non-covered items.
- Important project implementation arrangements such as project implementation modality (Direct versus National) and ownership of project management unit should be clearly agreed before signing of the project document. CCAP had to change the ownership of project management unit, which resulted in delay in the implementation of the project and further confusion and delay regarding transfer of project funds to the government. No guidance on transfer of funds was provided in the project document. Coordination arrangements at the national and provincial level should also be clearly agreed in the project document.
- Successful momentum of CCAP after late 2015 onward shows that successful implementation of a project depends, among other things, on a highly qualified team with relevant qualifications and experience, motivation, and high energy. Guidance and support from senior leadership and focus on merit is essential to motivate and energize the team.
- Quality of project investments depends on cost-effective use of resources, innovation, flexibility in contracting options (firms versus communities depending on the context), minimum leakages, good systems and clear processes, and effective monitoring and accountability.
- CCAP learned from experience that self-help group activities should be of a sizeable scale to ensure good quality of products for marketing and to reap economies of scale for making profit. Inadequately equipped and trained groups could not earn enough profit, as they faced problems in generating demand for their products and keeping the costs low.
- Similarly, CCAP learned that greenhouses for demonstration purposes cannot be managed well and cannot be run profitably if the size of a greenhouse is too small; it is not worth all the effort and support from the project, as small greenhouses are not viable. However, bigger greenhouses run the risk of transferring a big investment to a single farmer who benefits from it at the cost of small farmers. Projects should make sure that profits of such greenhouses are equitably distributed among the women workers of the greenhouse.
- Linking with private sector can increase profitability and sustainability of small enterprises such as greenhouses. Cultivation of high value and rare crops and medicinal plants in greenhouses requires special marketing arrangements, as local consumption of the produce is not guaranteed. Also, linking the farmers with agrochemical companies reduces the cost of managing pests and weeds.
- For bigger infrastructure sub-projects, engaging a construction firm produces better quality and

- results in timely construction. It reduces fiduciary risk. It is worth a long procurement process at the provincial and national levels. For smaller sub-projects with simpler technical inputs or in remote and insecure areas where contractors are not willing to work, CDC and shura based contracting is more economical, although it may take longer to complete sub-projects and may require more hand-holding and monitoring by the project engineers. No competitive bidding is required, which can compensate for longer implementation time. Time taken for completion of sub-projects by CDCs varies: Balkh CDCs completed sub-projects in fourth months but Panjshir CDCs took two years. CDCs face higher financial risk as members can run away with advance cash.
- Experience of awarding construction contracts to the lowest cost bidders showed that quality was a serious issue with such parties. The lowest cost procurement generally does not produce good quality results and is not beneficial for the communities. Mandatory policy of using local materials also creates availability and quality problems. Use of local materials in construction should be encouraged but should not be mandatory.
 - Experience shows that uses of concrete for lining of canals results in 40-50% loss of water after 4-5 years, especially due to low humidity in Afghanistan. These losses can be minimized by using pipes and subsurface irrigation structures.
 - Climate change awareness and adaptation training is an ongoing requirement. Due to staff turnover, posting, and retirement, there is a need to continue training government officials on climate change issues, as the awareness is still very low at the country level. Several rounds of training at different points of time should be planned to meet this requirement.
 - UNDP reimbursement time to contractors takes 3-5 weeks. Projects need to improve submission of the required documentation and UNDP needs to cut-down the time required for various controls and approvals.
 - Women in remote areas are not allowed to meet project staff. The best solution to approach these women is to train master trainer women in approachable villages and incentivize them to train women in remote villages.
 - Honey beekeeping is one of the most suitable livelihood interventions for women. A group of 2-3 women need hives and some training to start this enterprise in their homes. Women can also be trained on compost making, which increases farm production. Drip irrigation is helpful to women, as they can manage this form of irrigation themselves.
 - It is difficult to organize women into a group in the beginning. Once a group begins to show income generation potential, men become more willing to allow women to participate in the group. Women generally show more responsibility in income generation activities than men.
 - The most visible effect of climate change awareness training is motivation of people and government to plant trees. Major plantation campaigns were run in the Uruzgan Province with the support of the governor. After the training communities in Khulm District do not allow herders coming from other provinces to cut trees. In Herat, grazing and cutting of trees is not allowed in rangelands.
 - After construction of greenhouses, it is very important to train greenhouse operators on temperature, sunlight, and humidity control, selection of appropriate crops and seeds, soil preparation, use of drip irrigation, pest and weed control, and harvesting. Without this training, greenhouses do not produce the expected results.
 - Action research on climate change issues and its effects and impacts, and impacts of the project on various socioeconomic groups should be included in the project design. University professors and students should be encouraged to collect original data with support of the project and the analysis and findings should be shared with project staff during annual planning exercise and with the project board. Some research could be uploaded to knowledge management platforms and presented in seminars and conferences with clear attribution to the project.
 - CCAP engaged a large number of interns on good stipends but contribution of the interns to the project is not clear. In the future, interns should be identified through reputable universities such as Kabul, Balkh and Nangarhar universities and should be given assignments which are beneficial

to a project. Memorandum of Understanding should be signed with universities. Professors should also be involved, as they do not have practical experience of climate change adaptation issues.

- Projects should seek and combine expertise in civil engineering with irrigation engineering, as civil engineers do not know much about irrigation and agriculture. This will enhance benefits of the productive infrastructure.
- One key reason for good quality of project investments is that procurement is decentralized and most of the procurement decisions are undertaken at the provincial level. Local construction companies are more accountable and perform better than those operating from Kabul. NHLP and OFWM practice a highly centralized procurement process, which results in delays and lower quality of construction.
- Sustainability of a sub-project depends on its quality, which, in turn, depends on design and monitoring during implementation. Engineers need to visit construction sites several times in a week to ensure quality. Good quality sub-projects last more than 10 years.
- M&E officer/adviser should be hired at the start of the project and the person should be fully dedicated to the project. It is important that the M&E person can effectively use results framework logic, is able to visit project sites, can validate data, report on outcomes, and can produce documentation for knowledge platforms on project impact, best practices, and lessons.
- CCAP results framework indicators were not SMART. UNDP and MAIL faced problems in planning and monitoring due to such indicators. A lot of time was wasted in meetings to revise the results framework.
- NEPA has not been able to position itself to avail all the funds allocated by LDCF for Afghanistan. Funding proposals could not be submitted. NEPA should take the lead role and should coordinate effectively among the relevant government ministries. UNDP and MAIL also need to be proactive about facilitating the proposal process.
- Exposure visits of project staff and beneficiaries to other provinces and projects leads to quick learning from others. Beneficiaries in Balkh learned growing strawberries in greenhouses through an exposure visit. Some money should be spared in the future for exposure visits, skills training, and events funding.

ANNEXES

1. Project information table
2. Final Evaluation Terms of Reference (excluding annexes)
3. Rating scales
4. Evaluation questions matrix
5. List of documents reviewed
6. Selected interview and FGD checklists
7. Final evaluation mission itinerary
8. List of persons and groups interviewed
9. Revised Results Framework
10. Annual budget, expenditure, and variances
11. Matrix for rating the achievement of outcomes
12. CCAP progress by province
13. Signed United Nations Evaluation Group UNEG Code of Conduct form
14. Evaluation Report Clearance Form

Annex I. Project information table

Project Title:	Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks		
UNDP Project ID (PIMS #):	00087639 (NIM)		
GEF Project ID (PMIS #):	5098		
ATLAS Business Unit, Award # Project ID:	00076056		
PIF Approval Date:	10 th January 2013		
CEO Endorsement Date:	15 th April 2014		
Project Document Signature Date	27 th April 2014		
Country:	Afghanistan		
Region:	Asia and the Pacific Region		
Focal Area:	Climate Change Adaptation		
GEF Focal Area Strategic Objective:	Strategic objective 5 ('to strengthen community resilience using means to reduce the underlying factors of risk')		
Trust Fund:	LDCF2/SCCF		
Duration:	27 April 2014 – 31 December 2019		
ANDS Component:	Economic and social development		
Contributing to NPP:	National Comprehensive Agriculture Production and Market Development		
CPAP Outcome:	Government capacity to develop policies to manage natural resources enhanced		
UNDP Strategic Plan Component:	Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded		
Total Budget:	US\$11,300,000		
Annual Budget 2019:	US\$ 1,368,360		
Implementing Partner:	Ministry of Agriculture, Irrigation and Livestock (MAIL)		
Responsible Partners:	Ministry of Rural Rehabilitation and Development (MRRD), National Environmental Protection Agency (NEPA) and Ministry of Energy and Water (MoEW)		
Project Manager:	Wahidullah Sadiqi		
Date First Project Manager Hired:	August 2014		
UNDP Livelihoods Unit Head:	Laura Rio		
Inception Workshop Date:	11 th January 2015		
Mid-Term Review Completion Date:	24 November 2017		
Planned Project Closing Date:	27 April 2019		
If Revised, proposed op. closing date:	31 December 2019		
Project Financing	At CEO Endorsement (US\$)	At Mid-Term Review (US\$)	At Final Evaluation (US\$)
[1] GEF Financing:	9,000,000	9,000,000	9,000,000
[2] UNDP Contribution:	1,000,000	1,400,000	2,300,000
[3] Government- Cash:	30,000,000	0	0
[4] Government - In-kind	2,000,000	1,000,000	2,000,000
[5] Other partner (USAID)	70,000,000	0	0
[6] Total Co-Financing [2+3+4+5]:	103,000,000	2,400,000	4,300,000
Project Total Costs [1+6]:	112,000,000	11,400,000	13,300,000

Annex II. Terminal Evaluation Terms of Reference (excluding selection process and annexes)

INTRODUCTION

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 (TE) of the “Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks” (PIMS #5098).

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks			
GEF Project ID:	00087639		<i>at endorsement</i> <i>(Million US\$)</i>	<i>at completion</i> <i>(Million US\$)</i>
UNDP Project ID:	00087639	GEF financing:	9,000,000	9,000,000
Country:	Afghanistan	IA/EA own:		
Region:	Asia	Government:	32,000,000	32,000,000
Focal Area:	Climate Change Adaptation	Other:	UNDP 1,000,000 USAID 70,000,000	UNDP 2,400,000 USAID 0
FA Objectives, (OP/SP):	Adapting Afghan communities to the negative impact of climate change	Total co-financing:	\$112,000,000	\$43,400,000
Executing Agency:	Ministry of Agriculture, Irrigation and Livestock (MAIL)	Total Project Cost:	\$11,400,000	\$11,400,000
Other Partners involved:	Ministry of Rural Rehabilitation and Development (MRRD), National Environmental Protection Agency (NEPA) and Ministry of Energy and Water (MoEW)	ProDoc Signature (date project began):		27 April 2014
		(Operational) Closing Date:	Proposed: 27 April 2019	Actual: 27 April 2019

OBJECTIVE AND SCOPE

The project was designed to increase the capacity of the Government of Afghanistan to integrate climate change into its development plans at local level. The Ministry of Agriculture, Irrigation and Livestock (MAIL) is an Implementing Partner of UNDP. It also supports climate-resilient livelihood options for subsistence farmers and improvement of the irrigation productive infrastructures. The project is funded by the GEFs Least Developed Country Fund (LDCF) with a total budget of USD11.3 million, including UNDP USD 2.3 million cash co-finance. The project is being implemented in four provinces Balkh, Herat, Uruzgan and Panjshir. The project will achieve the following results:

- Result 1: Climate change risk and variability integrated into local planning and budgeting processes.
- Result 2: Rural income and livelihood opportunities for vulnerable communities enhanced and diversified:
- Result 3: Productive infrastructure improvements:

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method³² for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#). A set of questions covering each of these criteria have been drafted and are included with this TOR (*fill in Annex C*). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to ([Mazar, Herat, Panjshir and Uruzgan if security allows](#)), including the following project sites ([Khulm, Balkh, Dehdadi, Chemtal, Nahr-e-Shahi, Charbolak, Dawalat Abad, Charkent, Charbola, Sholgara, Injil, Karokh, Zindajan, Ghoryan, Adraskan, Gozara, Trinkot, Bazarak, Unaba, Rokha, Paryan, Abshar, Khenj, Shutoland Dara](#)). Interviews will be held with the following organizations and individuals at a minimum: ([MRRD, MAIL, MoEW, Kabul University, NEPA and Community Development Councils members](#)).

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA & EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation – Implementing Agency (IA)	
M&E Plan Implementation		Quality of Execution - Executing Agency (EA)	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources	
Effectiveness		Socio-political	
Efficiency	N	Institutional framework and governance	
Overall Project Outcome Rating		Environmental	
		Overall likelihood of sustainability	

32 For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.³³

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in *Afghanistan*. 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 **35 days** over a time period of **12 weeks** according to the following plan:

Activity	Timing	Completion Date
Preparation	5 days	15 December 2018
Evaluation Mission	15 days	15 January 2019
Draft Evaluation Report	10 days	15 February 2019
Final Report	5 days	15 March 2019

³³ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

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: <i>10 December 2018</i>	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission: <i>15 January 2018</i>	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission: <i>15 February 2019</i>	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft: <i>15 March 2019</i>	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. See [Annex H](#) for an audit trail template.

TEAM COMPOSITION

The evaluation team will be composed of [one international and one national evaluators](#). [The international consultant would be the team leader to finalize the report](#). The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. 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.

Annex III. Rating scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	Sustainability ratings	Relevance ratings
<p>6: Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency</p> <p>5: Satisfactory (S): There were only minor shortcomings</p> <p>4: Moderately Satisfactory (MS): There were moderate shortcomings</p> <p>3. Moderately Unsatisfactory (MU): The project had significant shortcomings</p> <p>2. Unsatisfactory (U): There were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency</p> <p>1. Highly Unsatisfactory (HU): The project had severe shortcomings</p>	<p>4. Likely (L): Negligible risks to sustainability</p> <p>3. Moderately Likely (ML): Moderate risks</p> <p>2. Moderately Unlikely (MU): Significant risks</p> <p>1. Unlikely (U): Severe risks</p>	<p>2. Relevant (R) 1. Not relevant (NR)</p> <p>Impact Ratings</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)</p>		

Annex IV. Evaluation questions matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> Is the project design appropriate to address the substantive problem that the project is intended to address? How useful are the project outputs to the needs of the target beneficiaries? 	<ul style="list-style-type: none"> Alignment of the objectives of the project with the LDCF priorities and GEF focal area’s strategies Degree of coherence of identified climate change problems with the problems and strategies identified in the National Adaptation Programme of Action (NAPA), Afghanistan Extent of support received from the host government and other stakeholders in project implementation Observations at community level and opinions of target communities on relevance of project outputs and outcomes to their needs Degree of participation and involvement of communities and other stakeholders in the project design and implementation 	<ul style="list-style-type: none"> Project document LDCF strategy document/LDCF results framework Updated NAPA Interviews of GEF, focal point, and participating government ministries and bodies Project assessment reports National planning documents Human Development Reports MDG progress reports Interviews with beneficiaries 	<ul style="list-style-type: none"> Review of documents Analysis of views of stakeholders Analysis of views of beneficiaries
<ul style="list-style-type: none"> What is the value of intervention in relation to the national and international partners’ policies and priorities (including SDG, UNDAF and UNDP Corporate Strategic Plan; ANPDF/NPPs, UNHCR regional strategy, etc.)? 	<ul style="list-style-type: none"> Priorities of SDGs, UNDAF, UNDP Strategic Plan, ANPDF/NPPs, and UNHCR regional strategy incorporated in the project document Level of implementation of SDGs, UNDAF, and other strategies in the country and contribution of the project results to the success of the strategies 	<ul style="list-style-type: none"> UNDP Strategic Plan, UNDAF, ANPDF/NPPs, Country Programme Action Plan, and UNHCR regional strategy Progress/Review reports on UNDAF, SDGs, ANPDF/NPPs, UNHCR strategy review Third-party reviews on 	<ul style="list-style-type: none"> Review of documents In-depth interviews with UNDP, UNHCR and other UN staff Discussions with independent

		climate change adaptation progress from national and international sources	stakeholders such as Kabul University and NGOs
<ul style="list-style-type: none"> Are the project objectives consistent with substantive needs, and realistic in consideration of technical capacity, resources and time available? 	<ul style="list-style-type: none"> Alignment of the project document with substantive needs in relation to climate change adaptation identified within the project document and by other UN and non-UN development actors Degree to which level of national technical capacity, size and quality of resources, and adequate timing were identified in the project document and mitigation strategies included to address capacity, resource, and time constraints 	<ul style="list-style-type: none"> Updated NAPA Needs Assessment report Minutes of the project inception workshop Minutes of Project Board meetings Project document 	<ul style="list-style-type: none"> Analysis of identified needs and review of relevant documents Discussions with Project Board members, and participating national ministries and provincial departments
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> Are the project's objectives and outcomes clearly articulated, feasible, realistic? 	<ul style="list-style-type: none"> Degree to which results framework indicators are SMART (Specific, Measurable, Achievable, Relevant, Time-bound) 	<ul style="list-style-type: none"> Original and updated Results Framework of the project GEF Tracking Tool 	<ul style="list-style-type: none"> Review and analysis of Results Framework and GEF Tracking Tool
<ul style="list-style-type: none"> Are the underlying assumptions on which the project intervention has been based valid? Is there a clear and relevant Theory of Change? 	<ul style="list-style-type: none"> Appropriateness of assumptions for outcomes Evidence for or against the validity of the assumptions over the life of the project 	<ul style="list-style-type: none"> Risk logs and mitigation measures as given in progress and implementation reports Direct observations and interviews with stakeholders Newspaper reports relevant to the project 	<ul style="list-style-type: none"> Review of documents Review of audit reports Discussions with project stakeholders
<ul style="list-style-type: none"> What is the potential that the project will successfully achieve the desired outcomes? 	<ul style="list-style-type: none"> Qualitative and quantitative progress against results framework outcomes 	<ul style="list-style-type: none"> Project document Project work plans and 	<ul style="list-style-type: none"> Analysis of documents Interviews of

		<ul style="list-style-type: none"> progress reports • GEF Tracking Tool • CPD, CPAP, UNDDAF reviews • Updated Results Framework • Interviews with UNDP • Interviews with Government partners • Interviews with development partners • Site visit notes • Interviews with beneficiaries 	<ul style="list-style-type: none"> government partners • Interviews of development partners • Site visits • FGDs with beneficiaries
<ul style="list-style-type: none"> • What are the potential challenges/risks that may prevent the project from producing the intended results? 	<ul style="list-style-type: none"> • Impact drivers and threats identified in relation to outcomes-to-impacts links 	<ul style="list-style-type: none"> • Risk logs and mitigation measures documented in progress reports/implementation reports • Views of stakeholders on the future direction of the project 	<ul style="list-style-type: none"> • Use of desk ROTI method • Review of documents • Views of focal point and independent stakeholders • Outcome ratings
<p>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</p>			
<ul style="list-style-type: none"> • To what extent did the project start-up activities adhere to the agreed approach and methodology? • If there were delays in project start-up, what were the causes of delay, and what was the effectiveness of corrective measures undertaken? Do start-up problems persist? 	<ul style="list-style-type: none"> • Comparison of start-up activities with agreed approach and methodology • List of delays and causes • Appropriateness of corrective actions in relation to delays and causes 	<ul style="list-style-type: none"> • Project document • Minutes of the Inception Workshop • Project Board meeting minutes • Risk Logs and countermeasures reported in progress reports • Interviews with stakeholders 	<ul style="list-style-type: none"> • Review of documents • Interviews of Project Board members • Interviews of UNDP and MAIL • Discussions with beneficiaries
<ul style="list-style-type: none"> • To what extent were adequate resources secured prior to project implementation? Did the project use the resources in the most economical manner to achieve its objectives? 	<ul style="list-style-type: none"> • Co-financing table completed at project start • Costs in relation to similar inputs in other 	<ul style="list-style-type: none"> • Project budget and expenditure reports • Annual external audit 	<ul style="list-style-type: none"> • Interviews of co-financing stakeholders

	<p>projects or places</p>	<p>reports</p> <ul style="list-style-type: none"> • Internal audit reports • Procurement and HR reports • Views of experts from other ministries • Views of the beneficiaries on cost-effectiveness and quality 	<ul style="list-style-type: none"> • Review of documents • Analysis of views of experts and comparisons with other projects
<ul style="list-style-type: none"> • To what extent were project start-up activities completed on schedule? 	<ul style="list-style-type: none"> • Progress against Year 1 work plan 	<ul style="list-style-type: none"> • Progress reports • Project Board meeting minutes 	<ul style="list-style-type: none"> • Review of project documents
<ul style="list-style-type: none"> • How well is the project managed, and how could it be managed better? • Is there an appropriate mechanism for monitoring the progress of the project? If yes, is there adequate usage of results/data for programming and decision making? • What is the project status with respect to target outputs in terms of quality and timeliness? 	<ul style="list-style-type: none"> • Timeliness, quality assurance, results orientation, and risk management practiced by implementing and executing agencies • Monitoring, reporting, and course-correction activities undertaken in response to emerging challenges • Realism and candor in reporting • Clear specification of standards for outputs and adherence to those standards • Number and magnitude of outputs completed in time 	<ul style="list-style-type: none"> • Progress and implementation reports • Views of beneficiaries, contractors, independent stakeholders • Audit reports • Project extension requests • Progress, process, and outcome monitoring reports • Quality assurance guidelines issued by project for training, construction work, operation and maintenance, participation, etc. 	<ul style="list-style-type: none"> • Review of documents • Direct observations on quality • Interviews of stakeholders
<p>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</p>			

<ul style="list-style-type: none"> • What are the Implementing Partneros resources, motivation and ability to continue project activities in the future? 	<ul style="list-style-type: none"> • Likely budgetary allocations by implementing partner for repair, operation and maintenance of project investments after closure of the project • Ownership level and ability of the implementing partner and potential usefulness of project investments for communities 	<ul style="list-style-type: none"> • Discussions with implementing partners on repair, operation and maintenance, and support after project closure • Discussions with communities and implementing partners on continuity of benefits of project investments 	<ul style="list-style-type: none"> • Interviews of Project Board members and participating ministries and departments • Review of documents • Discussions with communities on the sustainability of benefits and related factors
<ul style="list-style-type: none"> • Is there adequate all-party commitment to the project objectives and chosen approach? 	<ul style="list-style-type: none"> • Commitment of communities, provincial government, and national government to project objectives and approach 	<ul style="list-style-type: none"> • Discussions with communities, focal point, and implementing partner ministries 	<ul style="list-style-type: none"> • Discussions with communities, focal point, implementing partner ministries
<ul style="list-style-type: none"> • To what extent is there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries? • What has been the quality of execution of the implementing partner, and if applicable where are there specific areas for improvement? • What is the likelihood that the project results will be sustainable in terms of systems, institutions, financing and anticipated impact? • What is needed for the project intervention to be adapted/replicated further? 	<ul style="list-style-type: none"> • Degree of satisfaction expressed by project beneficiaries and government departments and ministries on achievements of the project • Extent to which financial benefits of project investments exceed operation and maintenance costs in the future • Repair, operation and maintenance arrangements put in place among government departments and training imparted on operation and maintenance • Existence and implementation of a sustainability strategy • Documentation of outcomes, motivation to replicate, and buy-in of potential stakeholders to replication 	<ul style="list-style-type: none"> • Project Board meeting minutes • Discussions with community and provincial departments and national ministries • Discussions with communities, line ministries responsible for repair, operation and maintenance • Repair, operation and maintenance training records • Operation and maintenance guidelines for communities and 	<ul style="list-style-type: none"> • Interviews of Project Board members • Interviews of participating ministries and communities • Review of documents

		<ul style="list-style-type: none"> ministries Sustainability strategy Discussions with co-financing partners 	
<p>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</p>			
<ul style="list-style-type: none"> What is the wider perception of the project, its image, applicability and performance? Are project communications effective in positively promoting the project to a wider audience? 	<ul style="list-style-type: none"> Stakeholder views on the need and contribution of the project to improve lives of beneficiaries Efforts undertaken by the project to share success, best practices, and lessons with wider audience 	<ul style="list-style-type: none"> Interviews with partners, independent stakeholders, UNDP, regional UNDP staff, other UN agencies and donors Agendas, reports, minutes, web links of sharing activities 	<ul style="list-style-type: none"> Interviews with partners, independent stakeholders, UNDP, regional UNDP staff, other UN agencies and donors Review of documents
<ul style="list-style-type: none"> What are the results (or preliminary results) of the intervention in terms changes in the lives of beneficiaries against set indicators? 	<ul style="list-style-type: none"> Achievement against impact and outcome indicators given in the results framework Type and degree of improvement in the ecological status in the project area Type and degree of reduced environmental stress in the project area 	<ul style="list-style-type: none"> Results Framework GEF Tracking Tool Direct observations of environment and ecology around project villages Discussions with communities on longer term impact of the project Interviews of independent stakeholders/peers 	<ul style="list-style-type: none"> Review of documents Direct observations Discussions with communities on longer term impact of the project Interviews of independent stakeholders/peers

Annex V. List of documents reviewed

1. UNDP related documents

- 1.1. Evaluation Office, UNDP, 2012. *“Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects”*.
- 1.2. Executive Board of UNDP, UNFPA, and UNOPS, July 2014. *“Country Programme Document for Afghanistan (2015-2019)m*.
- 1.3. GEF, 2013. *“PIF Clearance and PPG Approval Letter”*
- 1.4. L&R Unit, UNDP Afghanistan, 2018. *“Field Monitoring Mission Report of Herat Province”*.
- 1.5. L&R Unit, UNDP Afghanistan, 2019. *“CCAP Reporting Datasheets on Google”*.
- 1.6. L&R Unit, UNDP, Afghanistan, 2019. *““Concept note: Agriculture and Macroeconomics for the Sustainable Development Goals”*.
- 1.7. L&R Unit, UNDP, Afghanistan, 2019. *“Brief for the UNDP Administrator - Climate Change, the SDGs and Financing in Afghanistan*.
- 1.8. L&R Unit, UNDP, Afghanistan, 2019. *“Climate Change Scenarios for Agriculture of Afghanistan - CCAP (abridged and annotated version)”*.
- 1.9. L&R Unit, UNDP, Afghanistan, 2019. *“Concept note: Poverty alleviation and agricultural production”*.
- 1.10. L&R Unit, UNDP, Afghanistan, 2019. *“Concept Note: Preparing for Simulating Agricultural Policies - Using the UNDP-Supported Computable general equilibrium for Sustainable Development Goals”*.
- 1.11. L&R Unit, UNDP, Afghanistan, 2019. *“DRAFT Terms of Reference - Take urgent action to address the climate emergency and its impacts - Global Climate and Environment Financing”*.
- 1.12. L&R Unit, UNDP, Afghanistan, 2019. *“Employment programme for Afghanistan: 2020-2030 Draft”*.
- 1.13. L&R Unit, UNDP, Afghanistan, 2019. *“CCAP M&E Plan”*.
- 1.14. L&R Unit, UNDP, Afghanistan, 2019. *“Integrating Adaptation into Local and Regional Development Planning - Presentation”*.
- 1.15. L&R Unit, UNDP, Afghanistan, 2019. *“Revised Results Framework, CCAP”*.
- 1.16. L&R Unit, UNDP, Afghanistan. *“Climate Adaptation Toolkit to Support Local Community Development Planning”*.
- 1.17. L&R Unit, UNDP, Afghanistan. *“Integrating Climate Adaptation into Local CDC Plans in Select Afghan Provinces”*.
- 1.18. UN, Afghanistan, 2015. *“United Nations Development Assistance Framework --2015-2019”*.
- 1.19. UN, Afghanistan, 2018. *“One UN for Afghanistan - 1 January 2018-31 December 2021”*.
- 1.20. UNDP Afghanistan, 2015, 2016, 2017, 2018. *“Project Implementation Reports (PIR)”*
- 1.21. UNDP, 2017. *“UNDP Strategic Plan, 2018-2021”*.
- 1.22. UNDP Afghanistan, 2012. *“Project Identification Form”*
- 1.23. UNDP Afghanistan, 2013. *“Initiation Plan – CCAP”*
- 1.24. UNDP Afghanistan, 2015, 2016, 2017, 2018. *“Audit Reports – CCAP”*
- 1.25. UNDP Afghanistan, 2019. *“Results Oriented Annual Report, 2018”*.
- 1.26. UNDP Afghanistan, April 2014. *“Project Document - Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks”*
- 1.27. UNDP Afghanistan, 2015, 2016, 2017, 2018, 2019. *“Project Progress Reports – CCAP”*
- 1.28. UNDP, 2016. *“Human Development for Everyone – UNDP Human Development Report 2016”*

- 1.29. UNDP, July 2011. *“National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures”*
- 1.30. UNDP. *UNDP’s Monitoring Framework for Climate Change Adaptation”*.
- 2. Studies, reports and communication materials produced by CCAP or with contribution of CCAP**
 - 1.1. CCAP, 2015, 2016, 2017, 2018, 2019. *“CCAP Project Board Meeting Minutes”*
 - 1.2. CCAP, 2016. *“A Toolkit for Community Based Vulnerability Assessment”*.
 - 1.3. CCAP, 2016. *“A Trainer’s Manual for Community Level Sensitization on Incorporation of Climate Change Risk and Vulnerability into the Local Development Planning Process”*.
 - 1.4. CCAP, 2017. *“Database of Interventions -- CCAP”*.
 - 1.5. CCAP, 2017. *“Training Plan – Climate Change Risks, Vulnerability, and Planning Process”*.
 - 1.6. CCAP, 2019. *“Presentations to CCAP Terminal Evaluation Team”* by Balkh, Herat, and Panjshir CCAP Task Teams.
 - 1.7. CCAP, 2019. *“UNDP Afghanistan -- Amendment No. 1 Project Document”*.
 - 1.8. CCAP, January 2015. *“Inception Workshop Report”*.
 - 1.9. CCAP, May 2017. *“Climate Change Scenarios for Agriculture of Afghanistan”* prepared by MgtWell Consulting Services, Kabul.
 - 1.10. Ministry of Economy, April, 2017. *“Provincial Development Plans, Uruzgan Province 1396 (2016), and 1397 (2017)”*.
- 3. Other documents**
 - 1.1. Afghanistan National Disaster Management Authority, GoIRA, March, 2011. *“Afghanistan Strategic National Action Plan (Snap) for Disaster Risk Reduction: Towards Peace and Stable Development”*
 - 1.2. Evaluation Office of UN Environment, January 2017. *“Mid-Term Evaluation of the Project: ‘Building Adaptive Capacity and Resilience to Climate Change in Afghanistan (LDCF-1 project)’ (LDL-5060-2724-4C87)”*.
 - 1.3. Evaluation Office, GEF, March 2008. *“Elements for an M&E Framework for Climate Change Adaptation Projects-Lessons Learned from GEF Climate Change Adaptation Projects”*.
 - 1.4. GEF, 1998. *“Summary Report - Study of GEF Project Lessons”*
 - 1.5. GEF, January 2012. *“LDCF/SCCF Climate Change Adaptation Strategy”*
 - 1.6. GEF, November 2010. *“Updated Results-Based Management Framework for the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF) and Adaptation Monitoring and Assessment Tool”*
 - 1.7. GEF, November 2012. *“Operational Guidelines on Ecosystem Based Approaches to Adaptation”*.
 - 1.8. GEF, October 2014. *“Updated Results-Based Management Framework for Adaptation to Climate Change under the Least Developed Countries Fund and the Special Climate Change Fund”*
 - 1.9. GEF, October 2017. *“Climate Change Focal Area Study (Lessons Learned)”*.
 - 1.10. GoIRA, 2009. *“National Adaptation Programme of Action”*
 - 1.11. GoIRA, 2016. *“New National Priority Programs”*
 - 1.12. GoIRA. *“Afghanistan Initial National Communication - Paper Prepared for the United Nations Framework Convention on Climate Change (UNFCCC)”*
 - 1.13. Green Climate Fund, 2018. *“Incremental and Full Cost Calculation Methodology”*.
 - 1.14. Intergovernmental Panel on Climate Change, 2014. *“Climate Change Report 2014”*
 - 1.15. Land and Water Australia. *“Water Use Efficiency-Irrigation Insight No. 5”*.
 - 1.16. Ministry of Economy, June 2019. *“Recent Development on Afghanistan Sustainable Development Goals (A-SDGs) - Presentation”*.
 - 1.17. Ministry of Irrigation, Water Resources and Environment, GoIRA, May 2004. *“A Strategic Policy Framework for the Water Sector”*
 - 1.18. Ministry of Women’s Affairs, GoIRA, 2007. *“National Action Plan for Women’s Affairs”*

- (NAPWA)”
- 1.19. National Directorate of Forestry and Water Resources, Ministry of Agriculture, Forestry and Fisheries, GoIRA, November 2004. *“Policy and Strategy Forestry and Watershed Subsector”*
 - 1.20. OECD, 2011. *“Universal metrics to compare the effectiveness of climate change adaptation projects”*.
 - 1.21. UNDP, 2007. *“Human Development Report 2007/2008 – Fighting Climate Change: Human Solidarity in a Divided World”*
 - 1.22. UNEP, NEPA, GEF, February 2009. *“National Capacity Needs Self-Assessment for Global Environmental Management (NCSA) and National Adaptation Programme of Action for Climate Change (NAPA)”*
 - 1.23. World Food Programme, United Nations Environment Programme, and Afghanistan’s Environmental Protection Agency, November 2016. *“Climate Change in Afghanistan – What does it mean for rural livelihoods and food security?”*

Annex VI. Data Collection Instruments

INTERVIEW CHECKLIST

Applicable to: i) Head of the Livelihood and Resilience Unit, UNDP, ii) Programme Officer Livelihood and Resilience Unit, UNDP iii) Project Manager CCAP, MAIL, iv) Provincial Field Coordinators, CCAP

Name of the Interviewee		Date	
Position/Title		Time	
Department/Section/Unit		Persons present	
Location			

1. General

- a) Have you been able to regularly visit project areas in the provinces or districts to monitor progress of the project? Please share any constraints that you have faced in this regard.

2. Project Design/Formulation

2.1 Project Design

- a) Is the project design appropriate to address the substantive problem that the project is intended to address? How useful are the project outputs to the needs of the target beneficiaries?
- b) What is the value of intervention in relation to the national and international partners’ policies and priorities (including SDG, UNDAF and UNDP Corporate Strategic Plan; ANPDF/NPPs, UNHCR regional strategy, etc.)?
- c) Are the project objectives consistent with substantive needs, and realistic in consideration of technical capacity, resources and time available?
- d) Were lessons from other relevant national and international projects properly incorporated into the project design?
- e) Were relevant gender issues raised in the project design?
- f) Have significant changes of interest happened in the country/local/global context since the design of the project? Do they support or undermine the objective of the project?

2.2 Results Framework/Logframe

- a) Did the project logframe capture intended or desired results adequately? If not, what needed to be changed?
- b) Are the assumptions and risks listed in the logframe realistic?
- c) Are the project’s results framework indicators dis-aggregated by sex and wherever possible by age and by socio-economic group (or any other socially significant category in society)?
- d) Have there been any changes to the logframe? If yes, what has been changed?
- e) How has the logframe been used to monitor results of the project and bring about course corrections?

3. Effectiveness

- a) Are the project's objectives and outcomes clearly articulated, feasible, realistic?
- b) Are the underlying assumptions on which the project intervention has been based valid? Is there a clear and relevant Theory of Change?
- c) What is the potential that the project will successfully achieve the desired outcomes?
- d) How do you view livelihood work done especially with women and girls? Did poor women benefit from livelihood options created by the project? Are the livelihood options likely to increase income of women and their households?
- e) Has retention of rain water and irrigation infrastructure improved in the target villages? Please provide examples of the improvements/likely improvements in the lives of the people.
- f) Has the availability of drinking water improved in the target villages? Please give examples.
- g) How do you see the improvements in the rangelands due to project's efforts to restore and rehabilitate? Is it effective and sustainable?
- h) Have incomes of rural communities been diversified or being diversified due to the work of the project including irrigation infrastructure?
- i) What could the project do to enhance its gender benefits?
- j) Is there any potential negative impact on gender equality and women empowerment? What can the project do to mitigate this?
- k) Where has CCAP fallen short of expectations in terms of results? What are the barriers to achievement?
- l) Do you see any issues in achieving all the results of by the end of the project and beyond?

4. Project Implementation

4.1 Adaptive management

- a) Have there been changes to the project design till now? What has changed?
- b) Were any changes made to the project outputs during implementation, why?
- c) Were there any changes made to the project as a result of MTR recommendations? How did the changes affect project outcomes?

4.2 Management Arrangements

- a) To what extent did the project start-up activities adhere to the agreed approach and methodology?
- b) If there were delays in project start-up, what were the causes of delay, and what was the effectiveness of corrective measures undertaken? Do start-up problems persist?
- c) To what extent were adequate resources secured prior to project implementation? Did the project use the resources in the most economical manner to achieve its objectives?
- d) To what extent were project start-up activities completed on schedule?
- e) What is the project status with respect to target outputs in terms of quality and timeliness?
- f) How well is the project managed, and how could it be managed better?
- a) What do you think about the quality of execution by MAIL? And participation by other partners such as MRRD, NEPA, MEW, etc.? What are specific areas for improvement? Did MAIL focus on results? Were work plans and budgets prepared well and procurement done in time with good quality? Is there national ownership of the project?
- g) How well has UNDP executed the project? Was UNDP focused on results and realistic reporting of results? Have there been any coordination, responsiveness, or operational issues? How effective is the Project Board? What has been quality of support to the project? How did UNDP manage risks?
- h) Do the Executing Agency/Implementing Partner and/or GEF Partner Agency and other partners

have the capacity to deliver benefits to or involve women? If yes, how?

- i) What has been the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- j) What has been the role of the UNDP GEF RTA? How did the RTA Office improve quality of execution and quality assurance?
- k) How has the project been supported by GEF? Areas for improvement?

4.3 Finance and Co-Finance

- a) Have funds been reallocated due to budget revisions? Why those re-allocations were necessary?
- b) How has project striven to make project interventions cost-effective? Are project interventions more cost-effective than other similar projects in Afghanistan?
- c) What are the financial controls in place to reduce error and fraud, ensure timeliness, and ensure quality of information? What is the level of compliance with the financial controls?
- d) Has project received the co-financing envisaged at the start of the project? What efforts have been made to ensure financing and align with objectives of the project?
- e) Was there sufficient clarity in the reported co-financing to substantiate in-kind and cash co-financing from all listed sources?
- f) What are the reasons for difference in expected and actual co-financing?
- g) How has the co-financing been used by the project?
- h) How would limited co-financing affect project results?

4.4 Project-level Monitoring and Evaluation Systems

- a) Is there an appropriate mechanism for monitoring the progress of the project? If yes, is there adequate usage of results/data for programming and decision making? Is there an M&E Plan?
- b) How is M&E system different at design stage and in implementation?
- c) What information system is used to collect and process monitoring and progress data? Is this system consistent with requirements of GoIRA, UNDP, and GEF? How course-correction has happened due to M&E observations and recommendations?
- d) What are the participation and information sharing mechanisms in relation to monitoring and evaluation activities?

4.5 Partnerships

- a) What kinds of partnerships have been established for CCAP? How these partnerships have been leveraged to meet the objectives of the project?
- b) What is level of acceptance of the CCA and project objectives among Government partners? What is the level of participation of the Government partners for efficient and effective implementation of the project?
- c) What has been the contribution of the project in building public awareness on climate change adaptation? Has this contribution helped the project?

4.6 Reporting

- a) Has the reporting been adequate to meet the reporting requirements of the Project Board?
- b) Has project fulfilled reporting requirements of GEF? Has follow-up been made on feedback from GEF, especially on PIRs?
- c) What has been done by the project to share lessons learned and ensure internalization of those lessons?

4.7 Communications

- a) How does CCAP maintain communication with its stakeholders? Is someone left out? What is feedback mechanism?
- b) Does communication contribute to better implementation of the project and achievement of results?
- c) What are the means of public awareness used by the project? What is being communicated through these means and to whom?

5. Mainstreaming and Impact (GEBs)

- a) Is there evidence that the project outcomes have contributed to better preparations to cope with natural disasters?
- b) In what way has project contributed to greater consideration of gender aspects?
- c) What have been points of convergence between UNDP environment related and other development programming?
- d) How has the project contributed to knowledge transfer on CCA?
- e) How capacity building and training by the project has contributed to achievements at other places in the country or region?
- f) What are verifiable improvements in ecological status in the project areas due to the project? (Tracking Tool)
- g) What are verifiable reductions in stress on ecological systems? (Tracking Tool)
- h) What process indicators show that project has been making process towards achievement of stress reduction and/or ecological improvement (ROtI approach)?
- i) What is the magnitude and likely permanence of the impacts?

6. Sustainability

- a) What are the Implementing Partner's resources, motivation and ability to continue project activities in the future?
- b) Is there adequate all-party commitment to the project objectives and chosen approach?
- c) To what extent is there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries?
- d) What is needed for the project intervention to be adapted/replicated further?
- e) Do you think all the relevant and important risks were listed in the risk matrix included in the Prodoc, APRs/PIRs, Atlas Risk Management Module? Were the risks properly rated in terms of probability of occurrence and impact?

6.1 Financial Risks to Sustainability

- a) At this point, what is the likelihood of availability of financial and economic resources after the GEF funding ends? Are there income generating activities which can sustain project interventions? Other public or private funds?
- b) Will the communities be able to maintain infrastructure works after the project support ends? What has been done and what needs to be done to this end?

6.2 Socioeconomic risks to sustainability

- a) Are there any social or political risks that may jeopardize sustainability of project outcomes?
- b) What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?
- c) Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- d) Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future.

6.3 Institutional Framework and Governance risks to sustainability

- a) Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?
- b) Are required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place?

6.4 Environmental risks to sustainability

- a) Are there any environmental risks that may jeopardize sustenance of project outcomes?

INTERVIEW CHECKLIST

Applicable to: i) GEF Operational Focal Point ii) UNDP Regional Technical Adviser, iii) CCAP Project Board Members; iv) Provincial Directors DoEW, NEPA, DRRD

Name of the Interviewee		Date	
Position/Title		Time	
Department/Section/Unit		Persons present	
Location			

7. General

- a) Have you been able to regularly visit project areas in the provinces or districts to monitor progress of the project? Please share any constraints that you have faced in this regard.

8. Project Design/Formulation

8.1 Project Design

- a) Is the project design appropriate to address the substantive problem that the project is intended to address? How useful are the project outputs to the needs of the target beneficiaries?
- b) What is the value of intervention in relation to the national and international partners' policies and priorities (including SDG, UNDAF and UNDP Corporate Strategic Plan; ANPDF/NPPs, UNHCR regional strategy, etc.)?
- c) Are the project objectives consistent with substantive needs, and realistic in consideration of technical capacity, resources and time available?
- d) Were lessons from other relevant national and international projects properly incorporated into the project design?
- e) Were relevant gender issues raised in the project design?
- f) Have significant changes of interest happened in the country/local/global context since the design of the project? Do they support or undermine the objective of the project?

8.2 Results Framework/Logframe

- a) Did the project logframe capture intended or desired results adequately? If not, what needed to be changed?
- b) Are the assumptions and risks listed in the logframe realistic?
- c) How has the logframe been used to monitor results of the project and bring about course corrections?

9. Effectiveness

- a) What is the potential that the project will successfully achieve the desired outcomes?
- b) How do you view livelihood work done especially with women and girls? Did poor women benefit from livelihood options created by the project? Are the livelihood options likely to increase income of women and their households?

- c) Has retention of rain water and irrigation infrastructure improved in the target villages? Please provide examples of the improvements/likely improvements in the lives of the people.
- d) Has the availability of drinking water improved in the target villages? Please give examples.
- e) How do you see the improvements in the rangelands due to project's efforts to restore and rehabilitate? Is it effective and sustainable?
- f) Have incomes of rural communities been diversified or being diversified due to the work of the project including irrigation infrastructure?
- g) What could the project do to enhance its gender benefits?
- h) Is there any potential negative impact on gender equality and women empowerment? What can the project do to mitigate this?
- i) Where has CCAP fallen short of expectations in terms of results? What are the barriers to achievement?
- j) Do you see any issues in achieving all the results of by the end of the project and beyond?

10. Project Implementation

10.1 Adaptive management

- d) Have there been changes to the project design till now? What has changed?
- e) Were any changes made to the project outputs during implementation, why?
- f) Were there any changes made to the project as a result of MTR recommendations? How did the changes affect project outcomes?

10.2 Management Arrangements

- a) To what extent were adequate resources secured prior to project implementation? Did the project use the resources in the most economical manner to achieve its objectives?
- b) How well is the project managed, and how could it be managed better?
- b) What do you think about the quality of execution by MAIL? And participation by other partners such as MRRD, NEPA, MEW, etc.? What are specific areas for improvement? Did MAIL focus on results? Were work plans and budgets prepared well and procurement done in time with good quality? Is there national ownership of the project?
- c) How well has UNDP executed the project? Was UNDP focused on results and realistic reporting of results? Have there been any coordination, responsiveness, or operational issues? How effective is the Project Board? What has been quality of support to the project? How did UNDP manage risks?
- d) Do the Executing Agency/Implementing Partner and/or GEF Partner Agency and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- e) What has been the role of the UNDP GEF RTA? How did the RTA Office improve quality of execution and quality assurance?
- f) How has the project been supported by GEF? Areas for improvement?

10.3 Finance and Co-Finance

- a) Have funds been reallocated due to budget revisions? Why those re-allocations were necessary?
- b) How has project striven to make project interventions cost-effective? Are project interventions more cost-effective than other similar projects in Afghanistan?
- c) Has project received the co-financing envisaged at the start of the project? What efforts have been made to ensure financing and align with objectives of the project?

- d) Was there sufficient clarity in the reported co-financing to substantiate in-kind and cash co-financing from all listed sources?
- e) What are the reasons for difference in expected and actual co-financing?
- f) How has the co-financing been used by the project?
- g) How would limited co-financing affect project results?

10.4 Project-level Monitoring and Evaluation Systems

- a) What information system is used to collect and process monitoring and progress data? Is this system consistent with requirements of GoIRA, UNDP, and GEF? How course-correction has happened due to M&E observations and recommendations?
- b) What are the participation and information sharing mechanisms in relation to monitoring and evaluation activities?

10.5 Partnerships

- a) What kinds of partnerships have been established for CCAP? How these partnerships have been leveraged to meet the objectives of the project?

10.6 Reporting

- d) Has the reporting been adequate to meet the reporting requirements of the Project Board and RTA?
- e) Has project fulfilled reporting requirements of GEF? Has follow-up been made on feedback from GEF, especially on PIRs?
- f) What has been done by the project to share lessons learned and ensure internalization of those lessons?

10.7 Communications

- a) What are the means of public awareness used by the project? What is being communicated through these means and to whom?

11. Mainstreaming and Impact (Global Environmental Benefits)

- a) Is there evidence that the project outcomes have contributed to better preparations to cope with natural disasters?
- b) What have been points of convergence between UNDP environment related and other development programming?
- c) How has the project contributed to knowledge transfer on CCA?
- d) What are verifiable improvements in ecological status in the project areas due to the project? (Tracking Tool)
- e) What are verifiable reductions in stress on ecological systems? (Tracking Tool)
- f) What process indicators show that project has been making process towards achievement of stress reduction and/or ecological improvement (ROtI approach)?
- g) What is the magnitude and likely permanence of the impacts?

12. Sustainability

- a) To what extent is there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries?
- b) What is needed for the project intervention to be adapted/replicated further?

12.1 Financial Risks to Sustainability

- a) At this point, what is the likelihood of availability of financial and economic resources after the GEF funding ends? Are there income generating activities which can sustain project interventions? Other public or private funds?

12.2 Socioeconomic risks to sustainability

- a) Are there any social or political risks that may jeopardize sustainability of project outcomes?
- b) What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?
- c) Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future.

12.3 Institutional Framework and Governance risks to sustainability

- c) Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?
- d) Are required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place?

12.4 Environmental risks to sustainability

- b) Are there any environmental risks that may jeopardize sustenance of project outcomes?

INTERVIEW CHECKLIST

Applicable to: i) MAIL Finance Unit, GoIRA, and UNDP Finance Unit

Name of the Interviewee		Date	
Position/Title		Time	
Department/Section/Unit		Persons present	
Location			

13.General

- a) Have you been able to regularly visit project areas in the provinces or districts to monitor progress of the project? Please share any constraints that you have faced in this regard.

14.Project Design/Formulation

14.1 Project Design

- a) Was the project design appropriate in terms of financial management and financial control arrangements?
- b) Have significant changes of interest happened in the country/local/global context since the design of the project which affect financial management and control? How?

14.2 Results Framework/Logframe

15.Effectiveness

- a) What is the potential that the project will successfully achieve the desired outcomes?

16.Project Implementation

16.1 Adaptive management

- a) Have there been changes to the project design till now? What has changed?
- b) Were any changes made to the project outputs during implementation? How it has affected financial management?
- c) Were there any financial management and control related changes made to the project as a result of MTR recommendations? How did the changes affect project outcomes?

16.2 Management Arrangements

- a) If there were delays in project start-up, what were the causes of delay, and what was the effectiveness of corrective measures undertaken? Do start-up problems persist? How financial management was affected?
- b) To what extent were adequate resources secured prior to project implementation? Did the project use the resources in the most economical manner to achieve its objectives?

- c) How well is the project managed, and how could it be managed better?
- c) What do you think about the quality of financial management by MAIL or UNDP, as the case may be?

16.3 Finance and Co-Finance

- a) Have funds been reallocated due to budget revisions? Why those re-allocations were necessary?
- b) How has project striven to make project interventions cost-effective? Are project interventions more cost-effective than other similar projects in Afghanistan?
- c) What are the financial controls in place to reduce error and fraud, ensure timeliness, and ensure quality of information? What is the level of compliance with the financial controls?
- d) Were there any serious issues highlighted in external audits? Please explain. What corrective actions were taken?

16.4 Project-level Financial Systems

- a) Is there an appropriate mechanism for monitoring the progress of the project? If yes, is there adequate usage of results/data for programming and decision making? Is there an M&E Plan? Do you get fund release requests and expenditure data in time? How is it connected with project outputs data?
- b) Is the financial system consistent with requirements of GoIRA, UNDP, and GEF? How course-correction has happened due to financial control observations and recommendations?
- c) Has there been any unusual comment from the Project Board on financial management, procurement, human resource management?

16.5 Partnerships

16.6 Reporting

- a) Has the financial reporting been adequate to meet the reporting requirements of the Project Board and other stakeholders?

16.7 Communications

17. Mainstreaming and Impact (GEBs)

18. Sustainability

- a) What are the Implementing Partner's resources, motivation and ability to continue project activities in the future?
- b) To what extent is there constructive cooperation among the project partners? What are the levels of satisfaction of government counterparts, donors and beneficiaries?
- c) Do you think all the relevant and important risks were listed in the risk matrix included in the Prodoc, APRs/PIRs, Atlas Risk Management Module? Were the risks properly rated in terms of probability of occurrence and impact?

18.1 Financial Risks to Sustainability

- a) At this point, what is the likelihood of availability of financial and economic resources after the GEF funding ends? Are there income generating activities which can sustain project interventions? Other public or private funds?
- b) Will the communities be able to maintain infrastructure works after the project support ends? What has been done and what needs to be done to this end?

18.2 Socioeconomic risks to sustainability

18.3 Institutional Framework and Governance risks to sustainability

- a) Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?
- b) Are required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place?

18.4 Environmental risks to sustainability

INTERVIEW CHECKLIST

Applicable to: i) CCA and DRR NGO Partner/Stakeholders in Kabul and in the Provinces

Name of the Interviewee		Date	
Position/Title		Time	
Department/Section/Unit		Persons present	
Location			

1. General

- a) Have you heard about the GEF/UNDP/MAIL CCAP? What do you know about the project and how?
- b) Do you have access to project document and progress reports of the project? Did you have a chance to read the progress reports or observe the work of the project?

19. Project Strategy

19.1 Project Design

- a) How does the project address country priorities? Was the project concept in line with the national sector development priorities and plans of the country?
- g) Is the project in line with the needs of the beneficiary communities?
- h) Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes;
- i) If there are major areas of concern, recommend areas for improvement.

19.2 Results Framework/Logframe

20. Progress Towards Results

20.1 Progress Towards Outcomes Analysis

- a) How do you view livelihood work done by the project especially with women and girls? Did poor women benefit from livelihood options created by the project? Are the livelihood options likely to increase income of women and their households?
- b) Has retention of rain water and irrigation infrastructure improved in the target villages? How would you compare it with similar work done by other projects or your organization?
- c) Has the availability of drinking water improved in the target villages?
- d) How do you see the improvements in the rangelands due to project's efforts to restore and rehabilitate? Is it effective and sustainable? Please compare it with other similar initiatives.
- e) Have incomes of rural communities been diversified or being diversified due to the work of the project including irrigation infrastructure?
- f) Identify, if possible, legal, cultural, or religious constraints on women participation in the project.
- g) What can the project do to enhance its gender benefits?
- h) Is there any potential negative impact on gender equality and women empowerment? What can the project do to mitigate this?
- i) What are the areas of strength of CCAP in terms of achievement of results? What contributed to good achievements?

- j) Where has CCAP fallen short of expectations in terms of results? What are the barriers to achievement?
- k) Do you see any issues in achieving all the results of the project end?

21. Project Implementation and Adaptive Management

21.1 Management Arrangements

- a) What do you think about the quality of execution of the project? Is it being managed efficiently and effectively? Any suggestions?

21.2 Work Planning

- a) Do you think the project focuses on outcomes rather than delivery of inputs?

21.3 Finance and Co-Finance

21.4 Project-level Monitoring and Evaluation Systems

- a) Can you easily get access to information about the project (progress, partnerships, financing, evaluations and documentation, etc.) if you need it? From where would you get this information?

21.5 Stakeholder Engagement

- a) Does your NGO have any partnership with CCAP? Do you plan to establish partnership with CCAP?
- b) What is level of acceptance of the CCA and project objectives among the NGOs and civil society?
- c) What has been the contribution of the project in building public awareness on climate change adaptation? Has this contribution helped the project?

21.6 Reporting

21.7 Communications

- a) How does CCAP maintain communication with its stakeholders, including your NGO? Is someone left out? What is feedback mechanism? What has been communicated?
- b) Does communication contribute to better implementation of the project and achievement of results?

22. Sustainability

22.1 Financial Risks to Sustainability

- a) At this point, what is the likelihood of availability of financial and economic resources after the GEF funding ends?
- b) Will the communities be able to maintain infrastructure works after the project support ends?
- c) Do you have any suggestions to improve sustainability of the project interventions?

22.2 Socioeconomic risks to sustainability

- a) Are there any social or political risks that may jeopardize sustainability of project outcomes?
- b) Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?

22.3 Institutional Framework and Governance risks to sustainability

- a) Do you think the project has required systems/ mechanisms for accountability, transparency, and technical knowledge transfer in place?

22.4 Environmental risks to sustainability

- a) Are there any environmental risks that may jeopardize sustenance of project outcomes?

INTERVIEW CHECKLIST

Applicable to: i) Geoscience Department, Kabul University, ii) UN Agencies, iii) Other bilateral and multilateral development agencies, iv) NGOs

Name of the Interviewee		Date	
Position/Title		Time	
Department/Section/Unit		Persons present	
Location			

1. General

- a) Have you heard about the GEF/UNDP/MAIL CCAP? What do you know about the project and how?
- b) Do you have access to project document and progress reports? Did you get a chance to read progress reports of the project?
- c) Have you participated in any event organized by the project?

23. Project Design/Formulation

23.1 Project Design

- a) Is the project design appropriate to address the substantive problem that the project is intended to address? How useful are the project outputs to the needs of the target beneficiaries?
- g) What is the value of intervention in relation to the national and international partners' policies and priorities (including SDG, UNDAF and UNDP Corporate Strategic Plan; ANPDF/NPPs, UNHCR regional strategy, etc.)?
- j) Is the project in line with the needs of the beneficiary communities?
- k) If there are major areas of concern, recommend areas for improvement.

23.2 Results Framework/Logframe

24. Effectiveness

- a) Has anyone in your organization received training from CCAP on climate risk information and response? How have they used the information? Did this training help the organization? How?
- b) How do you view livelihood work done especially with women? Did poor women benefit from livelihood options created by the project? Are the livelihood options likely to increase income of women and their households?
- c) Has retention of rain water and irrigation infrastructure improved in the target villages? Please provide examples of the improvements/likely improvements in the lives of the people.
- d) If applicable, has the availability of drinking water improved in the target villages? Please give examples.
- e) How do you see the improvements in the rangelands due to project's efforts to restore and rehabilitate? Is it effective and sustainable?
- f) Have incomes of rural communities been diversified or being diversified due to the work of the project including irrigation infrastructure?
- g) What are the areas of strength of CCAP in terms of achievement of results? What contributed to good achievements?
- h) Where has CCAP fallen short of expectations in terms of results? What are the barriers to

achievement?

- i) Do you see any issues in achieving all the results of the project end?

25. Project Implementation and Adaptive Management

25.1 Management Arrangements

- a) What do you think about the quality of execution of the project? Is it being managed efficiently and effectively? Any suggestions?

25.2 Work Planning

- a) Do you think the project focuses on outcomes rather than delivery of inputs?

25.3 Finance and Co-Finance

- a) Do you think project has been implemented cost-effectively compared to other similar initiatives?

25.4 Project-level Monitoring and Evaluation Systems

- a) Can you easily get access to information about the project (progress, partnerships, financing, evaluations and documentation, etc.) if you need it? From where would you get this information?
- b) If you know more about the project, do you like its M&E system?

25.5 Partnerships

- a) Does your organization have any partnership with CCAP? Do you plan to establish partnership with CCAP?
- b) Does your organization plan to engage in any research, internship, or joint activity on climate change with the project or UNDP?
- c) What is level of acceptance of the CCA and project objectives among the academia, civil society, and donors?
- d) What has been the contribution of the project in building public awareness on climate change adaptation? Has this contribution helped the project?

25.6 Reporting

25.7 Communications

- a) How does CCAP maintain communication with its stakeholders, including your organization? Is someone left out? What is feedback mechanism? What has been communicated?
- b) Does communication contribute to better implementation of the project and achievement of results?

26. Sustainability

26.1 Financial Risks to Sustainability

- a) Will the communities be able to maintain infrastructure works after the project support ends?

- b) Do you have any suggestions to improve sustainability of the project interventions?

26.2 Socioeconomic risks to sustainability

- a) Are there any social or political risks that may jeopardize sustainability of project outcomes?
- b) Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?

26.3 Institutional Framework and Governance risks to sustainability

- a) Do you think the project has required systems/ mechanisms for accountability, transparency, and technical knowledge transfer in place?

26.4 Environmental risks to sustainability

- a) Are there any environmental risks that may jeopardize sustenance of project outcomes?

VILLAGE FGD CHECKLIST

Applicable to: i) Village Beneficiaries

With help from Provincial Task Team of CCAP, invite a group of 5-10 knowledgeable, active, and respected people from the community at a peaceful place. Participants should include selected CDC members, selected people who have been involved with the CCAP activities, youth, an elderly person, and a poor person. Where possible, invite women, especially female CDC members, to the FGD.

Introduce yourself and your companions. After that read the following introduction to the audience:

“This session has been requested as part of a review of the Climate Change Adaptation Project. Your feedback for the study will help us improve our work on the project. We guarantee that any information you share will not be traced back to the respondents. This session may take about two hours of your time.”

Then brief them about the rules of the FGD: i) All the participants should take part in the discussions. ii) Everyone should be allowed to describe his point of view fully and everyone’s opinion should be respected iii) No one should try to dominate the discussion.

Explain each question in local language with examples. After asking a question, let the group members discuss the question and responses with each other. Ensure that most of the members are participating in discussions. Encourage difference of opinion, as some members may hide opinions for the fear of community backlash after the FGD. The discussion should not focus too much on numbers; rather perceptions, opinions, fears, motivations, reactions, and commitments should be highlighted in the report of the FGD.

Please write “Not Applicable” if a question or probe does not apply to a specific village. Mention serial number of the probe for which the response is “Not Applicable”. For clarity, give a very brief reason why a question or probe is not applicable.

1. Identification

Province		Date	
District		Time	
Village		Persons present from project	
Interventions in the village			

27. Participants

Participants’ Information			
S/No.	Designation/position	Age	Gender
1			
2			

Participants' Information			
S/No.	Designation/position	Age	Gender
3			
4			
5			
6			
7			
8			
9			
10			

28.General

- a) Have you heard about the GEF/UNDP/MAIL CCAP? What do you know about the project and how did you come to know about it?
- b) When did the MAIL project staff come to your village for CCAP activities?
- c) What has been done under CCAP in your village? Please list activities and works.
- d) Have you received any training or advocacy material to raise awareness about impact of climate change and ways to adapt?
- e) Do you believe that climate change can disturb your lives and livelihoods adversely?

29.Project Design/Formulation

29.1 Project Design

- a) Are CCAP activities and works in line with your development needs and priorities to cope with and adapt to climate change risks?
- l) What are the other important development priorities that the project has not taken care of?
- m) Do project activities respond to the needs of women?
- n) How the project could have helped you better in coping with and adapt to climate change risks? What could be done better?

29.2 Results Framework/Logframe

30.Effectiveness

- a) Has anyone in your village received training from CCAP on climate risk information and response? How have they used the information? How? Does this training have any link with Community Development Plans?
- b) How do you view livelihood work done especially with women? Did poor women benefit from livelihood options created by the project? Are the livelihood options likely to increase income of women and their households? How men have benefit from these interventions?
- c) Has retention of rain water and irrigation infrastructure improved in the target villages? Please provide examples of the improvements/likely improvements in the lives of the people.

- d) If applicable, has the availability of drinking water improved in the target villages? Please give examples.
- e) How do you see the improvements in the rangelands due to project's efforts to restore and rehabilitate? Is it effective and sustainable?
- f) Have incomes of rural communities been diversified or being diversified due to the work of the project including irrigation infrastructure?
- g) Identify, if possible, legal, cultural, or religious constraints on women participation in the project.
- h) What can the project do to enhance its gender benefits?
- i) Is there any potential negative impact on gender equality and women empowerment? What can the project do to mitigate this?
- j) Where has CCAP fallen short of expectations in terms of helping villagers? What are the barriers to achievement?

31. Project Implementation

31.1 Management Arrangements

- a) What is the mechanism or institution through which CCAP works with the village?
- b) Does the village have a Self-Help Group (SHG) organized by CCAP? Who and how many are the members? How was the group organized? Is the Group working well?
- c) What is the process for selection of beneficiaries of livelihood interventions?
- d) How are the infrastructure sub-projects selected?
- e) What is the process for procurement of materials and supplies, construction supervision, and quality assurance of infrastructure sub-projects?
- f) Were the project interventions complete in time? If not, why not?
- g) How did project staff/MAIL staff interact with you? Were you allowed to participate and ask questions?
- h) How has been the participation of women in training and project related decisions? Could we improve it in the future?

31.2 Work Planning

- a) Does the village have a Community Development Plan? Please show a copy if possible.
- b) Has the village revised the Community Development Plan after receiving training and awareness on climate change from CCAP? What has been changed?
- c) If the Community Development Plan has not been changed, when will it be changed?
- d) How many farmers (men and women) in the village have got training on climate risk and response? What did they learn? Do they teach their learning to other farmers?
- e) How are training and productive inputs related to livelihood delivered to selected beneficiaries? Men and women?
- f) Has any small or medium enterprise in the village received support from the project for capacity building and expanding business? Who runs this enterprise?

31.3 Finance and Co-Finance

- a) Is the construction work done by CCAP in the village undertaken with an effort to minimize costs? What has been done to keep the costs low? Does quality justify costs?
- b) What is the say of the village on the quality and cost of the completed construction works?

31.4 Project-level Monitoring and Evaluation Systems

- a) What system is used to collect and process monitoring and progress data from the village? Who reports progress and implementation issues to CCAP?
- b) Has project staff come to your village at appropriate times to monitor work in progress? How does CCAP follow-up on monitoring and evaluation issues highlighted by the village?
- c) Can monitoring of selection of beneficiaries, selection of sub-projects, sub-project location, procurement of livelihood and construction goods for the village, distribution of livelihood inputs, and construction supervision be improved? Please explain?

31.5 Partnerships

- a) Are project activities favored by the villagers? Both men and women?
- b) What is the level of participation of the men and women of the village for efficient and effective implementation of the project? Are poor people given priority for livelihood activities?
- c) Who are the major beneficiaries of the CCAP activities in the village? Men, women, poor, farmers, landless?

31.6 Reporting

31.7 Communications

32.Sustainability

- a) Do the villagers have sufficient technical know-how to maintain and operate the infrastructure works (such as irrigation canals) on their own without technical help from CCAP?

32.1 Financial Risks to Sustainability

- a) Will the community be able to maintain livelihood activities and infrastructure works after the project support ends? Can they operate and maintain the outputs themselves and pay for repairs? What has been done and what needs to be done to this end?

32.2 Socioeconomic risks to sustainability

- a) Are there any social or political risks (conflicts, insecurity) in the village that may jeopardize sustainability of livelihood activities and infrastructure works?

32.3 Institutional Framework and Governance risks to sustainability

- a) Do the relevant government staff have capacity to help you if you face a technical, financial, or political problem in maintaining an output?

32.4 Environmental risks to sustainability

- a) Are there any environmental risks in your village that may jeopardize sustenance of livelihood activities and infrastructure works provided by the project?

Annex VII. Final evaluation mission itinerary

Date	Activity
04 July 2019	Arrival in Kabul
04-08 Jul 2019	Meetings in Kabul, preparations for field visits
09-11 Jul 2019	Field visit of Herat Province
14-17 Jul 2019	Field visit of Balkh Province
18 July 2019	Field visit of Panjshir Province
20-21 July 2019	Phone interviews of Panjshir and Uruzgan team and officials
22 Jul 2019	Initial Findings Presentation to UNDP
23 July 2019	Initial Findings Presentation to CCAP/MAIL
24 July 2019	Departure from Kabul

Annex VIII. List of persons and groups interviewed

A. Interviews and meetings in Kabul

Name of Person(s) Met	Title/ Designation of Interviewee(s)	Department/ Section/ Unit	Organization	Date/ Time	Venue	Type of Meeting
A. Consultations in Kabul						
1. Arrival in Kabul				4 Jul 19		
2. Security briefing				4 Jul 19 2:30PM		
3. CCAP Team <ul style="list-style-type: none"> • Mohammad Zia Ahmadzay • Wahidullah Sadiqi • Ahmad Zia Akhtar • Ahmad Masoud Atayee, • Shabnam Soha, • Zabihullah Sharifi, • Amanullah Sarfaraz • Rohullah Wafa • Qarib Rahman Rahmani • Said Ghani Kamrani 	<ul style="list-style-type: none"> • Executive Director • CCAP Manager • Sr. Livelihood Specialist • Finance Officer UNDP • Finance Officer CCAP • Contract Management Specialist • Sr. Admin Officer • Sr. HR Officer • Sr. M&E Specialist 	CCAP Kabul Team	MAIL	6 Jul 19 10:00 AM	MAIL Office	Group interview
4. Naim Eqrar	Professor	Geosciences Faculty	Kabul University	6 Jul 19 11:30AM	MAIL Office	Interview
5. Laura Rio	Head of the L&R Unit	Livelihood and Resilience Unit	UNDP-Afghanistan	6 Jul 19 2:30PM	UNDP Office	Interview
6. Najia Kharoti	Advisor to the Minister MRRD	MRRD	MRRD	7 Jul 19 10:30AM	MRRD Office	Interview
7. Dirk Snyman	Chief Technical Advisor	Crises Management Branch	UNEP-Afghanistan	7 Jul 19 2:00PM	UNOCA	Interview
8. Mohammad Salim	Programme Analyst	Livelihood and Resilience Unit	UNDP-Afghanistan	7 July 19 4:00PM	UNDP Office	Interview
9. Munsifullah Anwari	Program Policy Officer	EPR/Climate change	WFP	8 Jul 19 3:00PM	WFP Office	Interview
10. Ezatullah Sediqi	Deputy Director General	Technical Affairs	NEPA	17 Jul 19 2:00pm	NEPA Office	Interview
11. Rahmatullah Mayar	Former Adviser to the Minister MoEW	MoEW	MoEW	17 Jul 19 9:00AM	Kabul	Phone interview
12. Benjamin Larroquette	UND-GEF Regional Technical Advisor	UNDP Regional Office, Bangkok	UNDP	17 Jul 19 10:00AM	Skype	Interview

B. Site visits, interviews and meetings in provinces

Date	Area	Activity	Name	# of Participants	Venue
		Herat Province			
9-Jul-19		Travel to Herat from Kabul			
9-Jul-19	Herat City	Presentation by CCAP Task Team Herat <ul style="list-style-type: none"> Field Coordinator Design Engineer 	<ul style="list-style-type: none"> Mir Wais Zarifi Soroush Rahimi 	4	CCAP Task Team Office, DAIL
9-Jul-19	Herat City	Meeting with Director, DAIL	Abdul Saboor Rahmani	4	DAIL Herat Office
9-Jul-19	Herat City	Meeting with Director, MEW	Najibullah Jowaynee	4	MEW Herat Office
10-Jul-19	Injil District	<ul style="list-style-type: none"> Site visit of greenhouse FGD with beneficiaries of the greenhouse (Women group) 	Halima, SHG Group Leader	9 7	Dewanacha Village
10-Jul-19	Injil District	<ul style="list-style-type: none"> Site visit of protection wall FGD with beneficiaries of protection wall 		12 10	Shadi Barah Village
10-Jul-19	Injil District	<ul style="list-style-type: none"> Site visit of Irrigation scheme FGD with beneficiaries of irrigation scheme 		8 7	Khoshbashan Village
10-Jul-19	Guzara District	<ul style="list-style-type: none"> Site visit of green house FGD with beneficiaries of green house 		6 4	Naghan Village
10-Jul-19	Herat City	Meeting with Director, NEPA	Naseer Ahmad Fazli	4	NEPA Herat Office
11-Jul-19	Herat City	Meeting with Director, DRRD	Navid Ahmad Navidi	4	DRRD Office Herat
11-Jul-19	Herat City	Meeting with Regional Coordinator DACAAR	Abdullah Raziq Kiani	3	DACAAR Office
		Travel back to Kabul			
		Balkh Province			
14-Jul-19		Travel from Kabul to Mazar Sharif			
14-Jul-19	Mazar Sharif City	Presentation by CCAP Task Team and Group Interview <ul style="list-style-type: none"> Field Coordinator Irrigation Design Engineer 	<ul style="list-style-type: none"> Jawad Ansari Mohammad Naseem 	6	CCAP Task Team Office, DAIL
14-Jul-19	Mazar Sharif City	Meeting with Director, DAIL	Katib Shams	4	DAIL Office Mazar
14-Jul-19	Mazar Sharif City	Meeting with Director, NEPA	Ghulam Nabi Khorrani	4	DAIL Office Mazar Sharif
15-Jul-19	Balkh District	<ul style="list-style-type: none"> Site visit of 5 span green house FGD with beneficiaries 		8 10	Joy Borj Ayaran
15-Jul-19	Dehadi District	<ul style="list-style-type: none"> Site visit of 5 span greenhouse FGD with beneficiary SHG 		12 16	Naw Abad
15-Jul-19	Dehadi District	<ul style="list-style-type: none"> Site visit of Irrigation and water supply FGD with beneficiary 		10 20	Posht-e-Bagh
15-Jul-19	Khulm District	<ul style="list-style-type: none"> Site visit of pistachio plantation and drip irrigation 		5 8	Jirand Tazi
16-Jul-19	Mazar	Meeting with Director, DRRD	Abbas Aynee	3	DRRD Office

Date	Area	Activity	Name	# of Participants	Venue
	Sharif City				
16-Jul-19	Mazar Sharif City	Meeting with a key informant	Samim	2	NEPA Office
17-Jul-19		Travel back to Kabul			
		Panjshir Province			
18-Jul-19		Travel to Panjshir			
18-Jul-19	Panjshir Province	Meeting with field coordinator	Sulaiman Watanyar	4	CCAP office Panjshir
18-Jul-19	Abashar District	<ul style="list-style-type: none"> • Site visit of Charmaghzo canal • FGD with beneficiaries 		7 10	Charmaghzak village
18-Jul-19		Travel Back to Kabul			
20-Jul-19		Meeting with Director, DAIL	Mohammad Rauf Yaqobi	1	Phone interview
20-Jul-19		Meeting with Director, MEW	Gholam Nabi Tahmas	1	Phone interview
		Uruzgan Province			
20-Jul-19		Meeting with field coordinator	Moqadas Mohammadi	1	Phone interview
21-Jul-19		Meeting with livelihood officer	Jawad Modabbir	1	Phone interview

Annex IX. Revised Results Framework

Description of Indicator	Baseline Level	Midterm target level	End of project target level
1.Capacity of MAIL as per capacity assessment scorecard (baseline: 3; target: 4)	3	<i>(not set or not applicable)</i>	To achieve the Capacity Scorecard score of 4
2. Domestic finance committed to the relevant institutions to integrate climate change information in development planning	Minimal	<i>(not set or not applicable)</i>	Domestic target financing is \$10 million per year
# of 526,085 total households in the 4 provinces who have benefited from the Climate Change Adaption interventions (livelihood options and infrastructure) - annual indicator	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	55,000 households
Outcome 1: Description of Indicator	Baseline Level	Midterm target level	End of project target level
Number of community and sectoral provincial development plans in which climate change information and adaptation measure are incorporated	0	<i>(not set or not applicable)</i>	15; 4
Number of climate change scenarios developed for the agriculture sector in selected provinces	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	4 Climate change scenarios developed. Climate resilient investment strategies based on integrated climate resilient development plans are in place and attracting funding
Number of MAIL officials, farmers, and pastoralists trained on climate risk information and appropriate response measures	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	At least 250 MAIL officials, farmers, and pastoralists trained
Outcome 2: Description of Indicator	Baseline Level	Midterm target level	End of project target level
Perceived improvements in income of beneficiary populations via FGD	Women: 2016 level Men: 2016 level	<i>(not set or not applicable)</i>	Women: 10% Men: 10%
Number of women trained on alternative livelihoods to farming	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	At least 800 women trained
Number of greenhouses, underground storage facilities and rooms for making raisins constructed	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	New Target: 80 greenhouses and storage rooms
Number of hectares of degraded rangelands planted with stress resistant	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	400 hectares of degraded rangelands

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seedling varieties	<i>applicable)</i>	<i>applicable)</i>	rehabilitated
Proportion of women Self-Help Groups perceived effective in productivities, equity and sustainability via FGD	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	50%
Outcome 3: Description of Indicator	Baseline Level	Midterm target level	End of project target level
Hectares of newly and better irrigated land due to CCAP interventions	0	<i>(not set or not applicable)</i>	10,000
Area of agriculture land protected from damage by floods in the targeted areas	0	<i>(not set or not applicable)</i>	800
Number of small-scale storage reservoirs built in selected river sub-basins	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	12 small-scale storage reservoirs built
Number of communities where micro-water harvesting techniques are introduced	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	Micro-water harvesting techniques introduced in 12 communities.
Number of karezes and canals improved and rehabilitated to reduce water losses	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	20 karezes and canals improved and rehabilitated.
Number of check dams, contour bunds and other facilities built to conserve water and enhance groundwater recharge	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	At least 20 check dams, contour bunds, and other facilities built.
% average increase in wheat yield compared to (Baseline 2016) – annual indicator via Lot Quality Assurance Survey (LQAS)	2016 baseline	<i>(not set or not applicable)</i>	10%

Annex X. Annual budget, expenditure, and variances (June 2019)

1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	
2	Components	Donor	ProDoc Budget	Final Budget Col. (X+V)	2014 Budget	2014 Exp	2014 Variance	2015 Budget	2015 Exp	2015 Variance	2016 Budget	2016 Exp	Variance 2016	2017 Budget	2017 Exp	Variance 2017	2018 Budget	2018 Exp	Variance 2018	2019 Budget	2019 Exp	Variance 2019	Cumul. Budget	Cumul. Expenditure	Cumul. Variance	Variance against ProDoc	Variance against ProDoc (%)	
3	Outcome 1: CCA Integration	UNDP					-	40,700	45,893	(5,193)	96,597	96,597	0			-	13,050	7,036	6,014	180,239	73,026	107,213	329,765	222,552	107,213			
4		GEF			92,050		92,050	89,360	63,741	25,619	243,201	236,439	6,763	343,126	335,752	7,374	383,626	327,322	56,304	256,952	226,404	30,547	1,220,206	1,189,658	30,547			
5		Total	1,452,500	1,549,971	92,050	-	92,050	130,060	109,633	20,427	339,798	333,036	6,763	343,126	335,752	7,374	396,676	334,358	62,318	437,191	299,431	137,760	1,549,971	1,412,210	137,760	40,290	3%	
6		Burn rate				0%			84%			98%		98%				84%			68%			91%				
7	Outcome2: Resilient Livelihoods	UNDP					-	7,280	7,467	(187)	204,761	204,892	(131)	915,434	871,877	43,557	5,550	38,079	(32,529)	30,239	22	30,217	1,152,554	1,122,337	30,217			
8		GEF			96,860		96,860	181,900	183,224	(1,324)	833,071	791,616	41,455	1,498,497	1,355,964	142,534	157,300	135,967	21,333	173,229	28,272	144,958	2,640,000	2,495,043	144,958			
9		Total	2,933,000	3,792,554	96,860	-	96,860	189,180	190,691	(1,511)	1,037,832	996,507	41,324	2,413,931	2,227,840	186,091	162,850	174,047	(11,197)	203,469	28,294	175,175	3,792,554	3,617,380	175,175	(684,380)	-23%	
10		Burn rate				0%			101%			96%		92%				107%			14%			95%				
11	Outcome 3: Productive Infrastructure	UNDP					-	69,050	63,670	5,380	190,809	188,022	2,787	31,924	33,361	(1,437)	23,600	18,674	4,926	29,761	-	29,761	333,488	303,727	29,761			
12		GEF			66,090	12,452	53,638	76,500	95,255	(18,755)	821,280	801,577	19,703	1,900,500	1,755,768	144,732	1,718,574	1,337,373	381,201	531,527	258,959	272,568	4,533,951	4,261,383	272,568			
13		Total	5,038,000	4,867,439	66,090	12,452	53,638	145,550	158,925	(13,375)	1,012,089	989,599	22,490	1,932,424	1,789,129	143,295	1,742,174	1,356,047	386,127	561,288	258,959	302,329	4,867,439	4,565,110	302,329	472,890	9%	
14		Burn rate				19%			109%			98%		93%				78%			46%			94%				
15	Project Management	UNDP					-	70,000	70,000	-	107,834	107,834	-	170,779	163,995	6,783	149,800	135,680	14,120	-	-	-	477,509	477,509	-			
16		GEF			16,000		16,000	88,000	46,657	41,343	33,430	26,668	6,762	11,239	8,194	3,045	264,881	219,168	45,713	113,498	34,908	78,590	414,186	335,596	78,590			
17		Total	475,000	891,695	16,000	-	16,000	158,000	116,657	41,343	141,264	134,501	6,762	182,018	172,190	9,828	414,681	354,849	59,832	113,498	34,908	78,590	891,695	813,105	78,590	(338,105)	-71%	
18		Burn rate				0%			74%			95%		95%				86%			31%			91%				
19	Monitoring, Learning and Evaluation	UNDP					-		-	-		-	-			-	8,000		8,000	9,761	2,808	6,953	9,761	2,808	6,953			
20		GEF					-		-	-		-	-	48,500	39,071	9,430	36,015	17,219	18,796	43,153	11,110	32,043	99,443	67,400	32,043			
21		Total	101500	109,204	-	-	-	-	-	-	-	-	-	-	48,500	39,071	9,430	44,015	17,219	26,796	52,914	13,918	38,996	109,204	70,208	38,996	31,292	31%
22		Burn rate				#DIV/0!			#DIV/0!			#DIV/0!		81%				39%			26%			64%				
23	Grand Total - All Components		10,000,000	11,210,863	271,000	12,452	258,548	622,790	575,907	46,883	2,530,982	2,453,643	77,339	4,919,999	4,563,982	356,017	2,760,396	2,236,519	523,877	1,368,360	635,509	732,850	11,210,863	10,478,012	732,850	(478,012)	-5%	
24	Burn rate				5%			92%			97%		93%				81%			46%			92%					
25	ProDoc Annual Budgets				1,414,100			2,517,600			2,688,600			1,846,100			1,533,600											
26	GEF - Total		9,000,000	8,907,785	271,000	12,452	258,548	435,760	388,877	46,883	1,930,982	1,856,299	74,683	3,801,863	3,494,749	307,114	2,560,396	2,037,049	523,347	1,118,360	559,653	558,706	8,907,785	8,349,079	558,706	650,921	7%	
27	UNDP - Total		1,000,000	2,303,077	-	-	-	187,030	187,030	(0)	600,000	597,344	2,656	1,118,137	1,069,233	48,903	200,000	199,470	530	250,000	75,856	174,144	2,303,077	2,128,934	174,144	(1,128,934)	-113%	

Annex XI. Matrix for rating the achievement of outcomes

Color coding of indicators:

Green: Completed, indicator shows successful achievement	Yellow: Indicator shows expected completion by the end of the project	Red: Indicator shows poor achievement -- unlikely to be completed by project closure
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PROJECT GOAL: Nil

Goal/Objective/ Outcome	Performance Indicator	Original Baseline	Revised Baseline	Original End-of-Project Target	Revised 2019 End-of-Project Target	2019 End-of-Project Status	Final Evaluation Comments	Rating
Project Objective: Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks	1.Capacity of MAIL as per capacity assessment scorecard ³⁴	3	N/A	N/A	4	4	CCA awareness improved but vulnerability assessment and CCA integration capacity is moderate.	S
	2. Domestic finance committed to the relevant institutions to integrate climate change information in development planning	Minimal	N/A	Domestic target financing is \$10 million per year	N/A	Data not tracked by CCAP.	MoEW hired adviser on CC for organizational adaptation, and MAIL and NEPA stepped up efforts for capacity building on CCA MAIL started CDRRP and other GEF projects (FAO)	MS
	# of 526,085 total households in the 4 provinces who have benefited from the Climate Change Adaption interventions (livelihood options and infrastructure) - annual indicator	Not set or Not Applicable		526,085	55,000	72,660	Revised target exceeded but original high target shows weakness in project design	S

³⁴ On a scale of 1 to 5, with: 1 = No evidence of capacity; 2 = Anecdotal evidence of capacity; 3 = Partially developed capacity; 4 = Widespread, but not comprehensive capacity; and 5 = Fully developed capacity.

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Goal/Objective/Outcome	Performance Indicator	Original Baseline	Revised Baseline	Original End-of-Project Target	Revised 2019 End-of-Project Target	2019 End-of-Project Status	Final Evaluation Comments	Rating
Outcome 1: Climate change risk and variability integrated into local planning and budgeting processes	Number of community and sectoral provincial development plans in which climate change information and adaptation measure are incorporated	Institutional capacity for cross-sectoral climate change planning is negligible	0	Climate resilient investment strategies based on integrated climate resilient development plans are in place and attracting funding.	15 CDP; 4 PDP	27 CDP; 4 PDP	MTR pointed out that the plans included narrow agriculture related adaptation measure only. Since then a CCA Integration consultant was hired and trained project staff to broaden CCA activities in the plans. But the revised plans are not likely to be ready by the closure of the project.	MS
	Number of climate change scenarios developed for the agriculture sector in selected provinces	0	N/A	4 climate change scenarios developed	4 Climate change scenarios developed. Climate resilient investment strategies based on integrated climate resilient development plans are in place and attracting funding	34	The report was prepared in time but not shared with general public. A reader-friendly non-technical and abridged version has been prepared by the CCA Integration consultant, which is likely to be on the web before closure of the project.	MS
	Number of MAIL officials, farmers, and pastoralists trained on climate risk information and	0	Not set or Not Applicable	At least 250 MAIL officials, farmers, and pastoralists		Women 365; Men 222	The target has been exceeded. However, CCA awareness and adaptation requires several rounds of training due to staff turnover,	S

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Goal/Objective/Outcome	Performance Indicator	Original Baseline	Revised Baseline	Original End-of-Project Target	Revised 2019 End-of-Project Target	2019 End-of-Project Status	Final Evaluation Comments	Rating
	appropriate response measures			trained			need for refreshing memory, and attrition of community members.	
Outcome 2: Rural income and livelihood opportunities for vulnerable communities enhanced and diversified	Perceived improvements in income of beneficiary populations via FGD ³⁵	N/A	Women: 2016 level Men: 2016 level	N/A	Women: 10% Men: 10%	Women: 10% Men: >10%	Women SHGs were not functioning at the time of Final Evaluation as Social Mobilizers had to leave the project after project extension in April 2019. Greenhouse beneficiary women increased their income more than 10% in a year. Income of farmers increased more than 10% where they benefited from productive infrastructure or greenhouses.	S
	Number of women trained on alternative livelihoods to farming	0	Not set or Not Applicable	At least 800 women trained		Women: 886; Men: 308	Target was exceeded for farming livelihoods. But project did not diversify livelihoods to non-farm sources. Target was not revised after getting extra funding from UNDP.	MS
	Number of greenhouses, underground storage facilities and rooms for making raisins constructed	N/A	Not set or Not Applicable	N/A	New Target: 80 greenhouses and storage rooms	166	Target was exceeded. These outputs got very good operational training support after construction.	HS
	Number of hectares of degraded rangelands planted with stress	0	N/A	2,000 hectares of degraded rangelands	400 hectares of degraded rangelands	592.6	Revised target was exceeded but fell short of original target. Rangelands were successfully	MS

35 Inflation in Afghanistan was slightly more than 15% between 2014 and 2019. <https://www.statista.com/statistics/262062/inflation-rate-in-afghanistan/>

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Goal/Objective/ Outcome	Performance Indicator	Original Baseline	Revised Baseline	Original End- of-Project Target	Revised 2019 End-of-Project Target	2019 End-of- Project Status	Final Evaluation Comments	Rating
	resistant seedling varieties			rehabilitated	rehabilitated		being restored.	
	Proportion of women Self-Help Groups perceived effective in productivity, equity and sustainability via FGD	N/A	Not set or Not Applicable	N/A	50%	Support to Self-Help Groups was discontinued in April 2019 after extension of the project	Women owning or working in greenhouses had been picked from deserving poor families, seemed more excited and responsible than men and were confident to continue to benefit from the project investment after closure of the project	S
Outcome 3: Productive infrastructure improvements	Hectares of newly and better irrigated land due to CCAP interventions	N/A	0	N/A	10,000	21,194	Irrigation infrastructure is of high quality and more and reliable irrigation water has been used to cultivate rainfed lands, to increase productivity of land before intervention, and to grow water intensive crops such as vegetables.	S
	Area of agriculture land protected from damage by floods in the targeted areas	N/A	0	N/A	800	3,152	Protective infrastructure such as protection walls and irrigation infrastructure such as canal intake have reduced the loss and damage caused by floods.	S
	Number of small-scale storage reservoirs built in selected river sub-basins	0	N/A	12 small-scale storage reservoirs built	N/A	19	Design of the reservoirs responds to local climate conditions and needs of communities. Quality is good and communities highly appreciate their benefits.	S
	Number of communities where micro-water harvesting techniques are introduced	0	N/A	Micro-water harvesting techniques introduced in	N/A	5 (Benefited communities: 24)	Instead of micro-water harvesting techniques, CCAP chose to build large rain-water harvesting ponds, some for drinking and others for	S

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Goal/Objective/ Outcome	Performance Indicator	Original Baseline	Revised Baseline	Original End- of-Project Target	Revised 2019 End-of-Project Target	2019 End-of- Project Status	Final Evaluation Comments	Rating
				12 communities			livestock and irrigation.	
	Number of karezes and canals improved and rehabilitated to reduce water losses	0	N/A	20 karezes and canals improved and rehabilitated.	N/A	33	This is the high budget and high economic impact intervention of the project. Many canals benefit several villages and almost everyone in those villages. Only a couple of remaining sub-projects were near to completion.	HS
	Number of check dams, contour bunds and other facilities built to conserve water and enhance groundwater recharge	0	N/A	At least 20 check dams, contour bunds, and other facilities built	N/A	26	Target has been exceeded. Quality is good.	S
	% average increase in wheat yield compared to (Baseline 2016) – annual indicator via Lot Quality Assurance Survey (LQAS)	N/A	2016 baseline	N/A	10%		The survey has not been conducted by the project M&E, both at baseline and last year, without giving any clear reason. Change in wheat yield is a proxy indicator of change in productivity. It would have been a lot more reliable number if the baseline and endline values were estimated using LQAS, which requires a very small sample. On-site discussions with farmers in FGDs suggested that wheat yield (per jerib) increased more than 10% compared to the situation before completion of a sub-project.	S

Annex XII. CCAP progress by province

S. No.	Component/ Indicators	Balkh	Herat	Panjshir	Uruzgan
	Reporting date of progress numbers	30-Jun-19	30-Jun-19	30-Jun-19	30-Jun-19
1	Component 1: CCA Integration				
1.1	Number of MAIL officials, DDA and CDC members trained on climate risk information and appropriate response measures	265	124	150	51
1.2	Number of community development plans in which in which climate change information and adaptation measures are incorporated	12	8	13	6
2	Component 2: Livelihoods				
2.1	Number of men and women trained in alternative livelihoods to farming or climate-resilient farming	176	294		299
2.2	Number of greenhouses, underground storage facilities, and rooms for making raisins constructed				
	Honey bee keeping		44		
	Raisin rooms		6		2
	Greenhouses	34	61	20	36
	Solar dryers	120		100	350
	Underground storage	5		9	
	Food processing centers		10		
	Kitchen gardens		30		
	Afforestation (hectares)			23	
2.3	Hectares of rangeland planted with stress resistant seedlings varieties	418	130		21
AWP2.2	Number of women Self-Help Groups established in target areas	12	8		8
3	Component 3: Irrigation infrastructure				
3.4	Productive infrastructure constructed/rehabilitated				
	Karezes				
	Canals	Yes	Yes	Yes	Yes
	Intakes	Yes	Yes		1
	Diversions				4
	Retaining walls/protection walls	Yes	Yes	Yes	
	Rain water storage/Water reservoir	Yes		Yes	Yes
	Water supply	Yes			Yes
4	Sub-projects				
	Capacity building (Initiated:Completed)	12---12	10---10	11---11	12---12
	Livelihoods (Initiated:Completed)	61---52	71---54	33---30	31---28
	Irrigation (Initiated:Completed)	22-20	17---15	12---11	12---8
5	Expenditure in USD million (as of 30 June 2019)	2.10	2.22	0.74	1.82

Annex XIII. Signed United Nations Evaluation Group UNEG Code of Conduct form

Evaluation Consultant Agreement Form

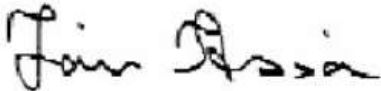
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Tanvir Hussain

Name of Consultancy Organization (where relevant): Not Applicable

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

Signed at *Islamabad* on *11th June 2019*

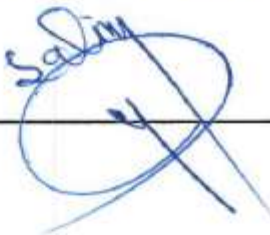
Signature: 

Annex XIV. Evaluation report clearance form

Evaluation Report Reviewed and Cleared by

UNDP County Office

Name: Mohammad Salim (Programme Analyst)

Signature:  _____ Date: 28/12/2019

UNDP GEF RTA

Name: Benjamin Larroquette

Signature:  _____ Date: 22-01-2020