INTERIM EVALUATION OF THE STRENGTHENING CLIMATE RESILIENCE OF AGRICULTURAL LIVELIHOODS IN AGRO-ECOLOGICAL REGIONS I AND II IN ZAMBIA PROJECT

INTERIM EVALUATION REPORT

(UNDP PIM 5858 /GCF FP072)

June 2022
Implementing partner: Ministry of Agriculture
Accredited entity: United Nations Development Programme
Lusaka, Zambia

Evaluation Team
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Acknowledgements

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PROJECT INFORMATION TABLE

Project Title:	**Strengthening climate resilience of agricultural livelihoods in Agro-Ecological Regions I and II in Zambia**		
UNDP GCF Project ID	5858	FAA Effective	12 October 2018
GCF project ID:	FP072	GCF First disbursement date:	26 December 2018
ATLAS Business Unit: ZMB10	ATLAS Award ID: 00095469	ATLAS Project ID: 00099475	ProDoc Signature Date: 6 November 2018
Country(ies):	Zambia	UNDP Social and Environmental Screening Category: B	UNDP Gender Marker for the project output: Output 1: GEN 1 Outputs 2 and 3: GEN 2
Region:	Africa	Inception workshop	10 July 2019
Focus	Climate Change Adaptation	IE Completion Date:	12 July 2022
Results areas	Increased resilience of most vulnerable people and communities	Planned closing date:	25/11/2025
Trust Fund	GCF	If revised, proposed operational closing	N/A
Implementing Partner	Ministry of Agriculture		
Responsible Parties	Zambia Metrological Department (ZMD); Water Resource Management Authority (WARMA); World Food Programme (WFP); Food Agriculture Organisation (FAO)		
Project Financing	at *GCF endorsement (US$)*	at I*E (June 2022) US$*	
[1] GCF financing:	32,000,000	5,386,812	
[2] UNDP	1,400,000	164,580	
[3] Government:	103,869,000	16,821,420	
[4] Other:	-	-	
[5] Total co-financing [2+3+4]:	105,269,000	16,986,000	
PROJECT TOTAL COST [1+5]	**137,269,000**	**22,372,812**	

ACRONYMS AND ABBREVIATIONS

APR	Annual Performance Report
AWPB	Annual Work Plan and Budget
CCAP	Climate Change Adaptation Project
CACs	Camp Agricultural Committees
CEOs	Camp Extension Officers
CSA	Climate Smart Agriculture
DACO	District Agricultural Coordinators
DMMU	Disaster Management and Mitigation Unit
ET	Evaluation Team
E-SLIP	Enhanced Smallholder Livestock Investment Program
FAA	Found Activity Agreement
FACE	Funding Authorization and Certificate of Expenditures form
FD	Forestry Department
FAO	Food and Agriculture of United Nations Organization
FISP	Farmer Input Support Programme
GCF	Green Climate Fund
GRZ	Government of the Republic of Zambia
IE	Interim Evaluation
IEU	Independent Evaluation Unit
IP	Implementing Partner
LCMS	Living Conditions and Monitoring Survey
LDCF	Least Developed Countries Fund
MAF	Monitoring and Accountability Framework
MoA	Ministry of Agriculture
M&E	Monitoring and Evaluation
MFL	Ministry of Fisheries and Livestock
MLNR	Ministry of Lands and Natural Resources
NAPA	National Adaptation Programme of Action on Climate Change
NDA	National Designated Authority
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
NIM	National Implementation Modality
NoE	Notice of Effectiveness
PACO	Provincial Agricultural Coordinator
PAO	Principal Agricultural Officer
PMU	Project Management Unit
PSC	Project Steering Committee
RALS	Rural Agricultural Livelihood Survey
REDD	Reducing of Emissions from Deforestation and forest Degradation
RA	Research Assistant
RP	Responsible Party
SAO	Senior Agricultural Officer
SADC	Southern African Development Community
SCCI	Seed Control and Certification Institute
SCRALA	Strengthening Climate Resilience of Agricultural Livelihoods in Agro-Ecological 1 and 2 of Zambia
SDG:	Sustainable Development Goal
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
TC	Technical committee on Climate change

ToC	Theory of Change
ToR	Terms of reference
7NDP	Zambia's Seventh National Development Plan
8NDP	Eighth National Development Plan
UNDP	United Nations Development Programme
UNSDCF	United Nations Sustainable Development Cooperation Framework
US	United States of America
WARMA	Water Resources Management Authority
WFP	World Food Programme
ZIFLP	Zambia Integrated Forest Landscape Project
ZMD	Zambia Meteorological Department

EXECUTIVE SUMMARY

Brief Project Description

The purpose of the project is to support the Government of Zambia to strengthen the resilience to climate change risks of vulnerable smallholder farmers in the country's Agro-Ecological Regions I and II in Zambia. These regions were selected due to their increasing risks because of climate change, principally variability of rainfall and high frequency of droughts that have direct impacts on agricultural production. This project is being undertaken in five provinces in selected 16 districts namely, Mambwe, Nyimba, Chongwe, Luangwa, Chirundu, Rufunsa, Chama, Mafinga, Kazungula, Siavonga, Gwembe, Namwala, Sioma, Senanga, Sesheke and Mulobezi.

This project aims to increase the resilience of smallholder farmers in view of climate change and variability. The project will achieve this aim by taking a value chain approach, addressing risks posed across key stages of the value chain – planning, inputs production and post-production. This will be achieved through three subcomponents.

Component 1: Smallholder farmers can plan for and manage climate risk to support resilient agricultural production

Component 2: Resilient agricultural livelihoods are promoted in the face of changing rainfall, increasing drought and occasional floods

Component 3: Increased farmers' access to markets and commercialization of resilient agricultural products

The Project has also designed to align itself with the Government of Zambia's key development goals as defined in its rolling National Development Plans, and Vison 2030 Strategy. The project is also meant to contribute to the Country's National Adaption Action on Climate Change of 2007; the National Climate Change Response Strategy of 2010; the National Strategy for Reducing Emissions from Deforestation and Forest Degradations of 2015; and the Nationally Determined Contributions of 2015.

Financing Plan	
GCF Grant	USD 32,000,000
UNDP Track Resources	USD1,400,000
Total Budget Administered by UNDP	USD33,400,000
Co-Financing	
WARMA	USD369,000
Ministry of Agriculture	USD103,500,000
Total Co-Financing	USD105,269,000
Grand Total Project Financing	**USD137,269,000**

Table 1: IE Ratings & Achievement Summary Table

IE Criteria	IE Rating	Achievement Description
Project Strategy	MS	The project is designed to strengthen the resilience to climate change risks of vulnerable smallholder farmers in the country's Agro-Ecological Regions I and II. The PRF Indicators are not completely SMART as about of outputs and activities are not well expressed. The project identifies7 risks related with social and physical related risks, and no disease or health related risk is considered. However, the project updated the risk register to include COVID-19 related risks during COVID-19 outbreak. There are assumptions that lead output to outcome, and outcome to impact. Output 1 and output 2 are interconnected and have the same assumption that leads to outcome. Gender equality and empowering women show that women are more susceptible than their male counterparts, but no identification and documentation for women empowerment's best practices and lessons learned for this project.
Relevance	HS	The project is aligned with the government's national policies and strategies related to sustainable development, as well as climate change, to include, Zambia's Revised Sixth National Development Plan, Vision 2030 Strategy, the NAP and NAIP as well as the National Climate Change Response Strategy and national Climate Change Policy. The project is coherent with the cooperation programmes of the GRZ development partners in terms of support for climate change and agriculture livelihoods. There is consistency of SCRALA actions with the strategic objectives of Strategic Plan for the Green Climate Fund (2020-2023), and SCRALA actions contribute to the achievement of 5 SDGs (SDG 1,2,5,8 and 13).
Effectiveness & Efficiency	MS	By 31st March 2022, the rate of activities implementation was around 66.31%, cumulative expenditure against cumulative disbursement to year end. The project implementation effectiveness is not sufficient yet. Output 1 is likely to be achieved by 84.54 %. The project Output delivery is only 48.42% of what is planned by Mid-Term. From the Administrative aspect, the project mid-term was supposed to end in April 2022, but due to the hitches mentioned above as outbreak of COVID-19 and delayed disbursement and payments to vendors.\, the project delivery didn't meet this timeline (budget execution, outputs achievements). Though the project is delayed, for all the outputs, if management comes up with an acceleration plan, probability of achieving 84% of the outputs is very high.

[1] PIMS data as at 31st March 2022

Progress towards Results	MS	The Project has shown significant advancement towards obtaining results in all components despite the outbreak of COVID-19. The rate of activities implementation was around 66.3% at midterm.
Output 1	MS	The achievement rate of this output is around 84.54%
Output 2	N/A	One target of this output has an achievement rate around of **15049%**. The Evaluation Team (ET) noted that this value is higher than the standard of project implementation. This target value was underestimated and should be reviewed.
Output 3	N/A	An activity is related to one indicator of this output, and there is no causality link between this activity and output.
Project Implementation and Adaptive Management	MS	Functional Project team that performed various responsibilities for activities implementation and made timely decisions to improve services provided by the project. The reports were submitted in a timely manner (APRs submitted in March). No clear mechanism available to track the field visits for all consortium partners, recommendations formulated by field visits, workshops, meetings. The communications strategy is another strong point to be credited to this project.
Sustainability	ML	**Financial risks to sustainability:** *Moderately* Unlikely *(MU): only* Output 1 does not require a lot of funds to maintain infrastructures and equipment. Beneficiaries were trained in how to use, implement and maintain the new technologies and practices on their own (Irrigation infrastructures, Weather stationed.). **Socio-economic to sustainability:** Moderately Likely (ML): the principal areas of risk are associated with social and physical elements. The social risks include reluctance of communities to adopt climate-resilient agricultural practices; low adoption of water technologies due to perceived high maintenance costs or labour-intensive approaches; and high staff turnover. **Institutional framework and governance risks to sustainability: Likely** The commitment and ownership of the project by the Government, as well as the ability for the Government to continue the activities and sustain O&M after the project ends are the main factors of sustainability. The ownership decreases at local level **Environmental risks to sustainability:** *Moderately Likely (ML):* Extreme climate events (like floods and droughts as well as associated bush fires) might have severe direct and indirect impact on sustainability of the project Outputs. In some sites, wild animals killed goats.
Country Ownership	S	Co-financing demonstrates the commitment and ownership of the project by the Government, as well as the ability for the Government to continue the activities and sustain O&M after the project ends. Ownership of the project is high at the level of national government, but decreases as one moves from district and community levels

Innovativeness in results areas	S	**Output 1** is innovative in the context of Zambia in planning for and management of climate risk, getting new climate-resilient agricultural practices that establish water management systems and retain water available during wet months for use during the dry months for agricultural production
Unexpected results, both positive and negative	MS	There are positive and negative unexpected results the evaluation team discovered during the field missions that PMU did not report. However, for the alternative livelihood, some goat beneficiaries showed reluctance to pass on the gift (goat) especially if the goat was pregnant.
Replication and Scalability	S	Lessons learned from this project are not a guarantee or key factor for replication or are mainly managerial, but not technical. Nevertheless, some of the project successful practices were replicated by local communities without the project support
Gender Equity	S	Project developed a Gender Action Plan, and Project Results Framework (PRF) has 4 gender disaggregated indicators. The project didn't support any event relating to gender equality (International women's days, World Day for Rural Women). From the documents reviewed, there is no identification and documentation about Women's Empowerment best practices and lessons learned

Summary and conclusions.

Project Strategy: The project is intended to strengthen the resilience to climate change risks of vulnerable smallholder farmers in the country's Agro-Ecological Regions I and II. During the project development at least 277 stakeholders were consulted at national and local levels. The PRF Indicators are not completely SMART. Some outputs and activities are not well formulated according to handbook on planning, monitoring and evaluation

The project outlines 7 risks to the project implementation, and the principal areas of risk are associated with social and physical elements areas, and no disease or health risk is considered, but the PMU updated this issue during COVID-19 outbreak.

The most project risks described in the proposal document are considered low, despite having some of the risks rated as medium.
There are assumptions that lead output to outcome, and outcome to impact. Output 1 and output 2 are interconnected and have the same assumption that leads to outcome.

Gender equality and empowering women indicate that women in the context of this proposal are more vulnerable than their male counterparts, but there is no identification and documentation for women empowerment's best practices and lessons learned for this project

Relevance: The project remains well aligned with the government's national policies and strategies related to sustainable development, as well as climate change. These include, Zambia's Revised Sixth National Development Plan, Vision 2030 Strategy, the NAP and NAIP as well as

the National Climate Change Response Strategy and national Climate Change Policy. Several respondents indicated that the project interventions meet stakeholders needs.

The project is coherent with the cooperation programmes of the GRZ development partners in terms of support for climate change and agriculture livelihoods.
There is coherence of SCRALA actions with the strategic objectives of Strategic Plan for the Green Climate Fund (2020-2023), and SCRALA actions contribute to the achievement of 5 SDGs (SDG 1,2,5,8 and 13).

Effectiveness and Efficiency: On 31st March 2022, the rate of activities implementation was around 66 %, and on 31st December 2021budget execution was 48.43%. The project implementation effectiveness is not sufficient yet. Output 1 is likely to be achieved by 84.54 %. The project Output delivery is only 48.42% of what is planned by Mid-Term.

The projects mid-term was supposed to end in April 2022, but due to the difficulties mentioned above as outbreak of COVID-19 and other related factors, the project delivery didn't meet this timeline (budget execution, output achievement)

Progress Towards Results: In general, the Project has shown important progress towards obtaining results in all components despite the outbreak of COVID-19. Acceleration of project implementation was impacted by procurement process that were re-started and postponed due to COVID- 19. In addition, the depreciation of local currency against US dollar also impacted the results achievements. On March 31st,2022, the rate of activities implementation was around 66.3% in midterm of project implementation...

Project Implementation and Adaptive Management: The project has a functional Project team that performed various responsibilities for activities implementation and, made timely decisions to advance services provided by project. The reports were submitted in timely manner (APRs submitted in March). Whereas it is not easy to track all field visits and recommendations formulated by this project for all consortium partners. The joint missions are recommended to enhance knowledge sharing among all partners.

The communications strategy is another strong point to be credited to this project, however, the project didn't report on activities or action undertaken during the celebration of events related to the themes highlighted in the communication strategy. (***International Day of Rural Women, World Food Day, World Water Day, World Day to Combat Desertification and Drought).***

Country Ownership: Co-financing demonstrates the commitment and ownership of the project by the Government, as well as the ability for the Government to continue the activities and sustain O&M after the project ends.

Ownership of the project is high at the level of national government, but decreases as one moves from district and community levels

Innovativeness in results areas: Output 1 is innovative in the context of Zambia in planning for and management of climate risk, getting new climate-resilient agricultural practices that establish water management systems and retain water available during wet months for use during the dry months for agricultural production.

Unexpected results, both positive and negative: The project has recorded both positive and negative results.

Replication and Scalability: Lessons learned from this project are not a guarantee or key factor for replication, they are mainly managerial, but not technical. Nevertheless, some of the project successful practices were replicated by local communities without the project support.

Gender Equity: The project developed a Gender Action Plan, and Project Results Framework (PRF) has 4 gender disaggregated indicators. The gender mainstreaming activities for the project are embedded in the main project activities. To reinforce Gender mainstreaming in the project, the project in year 4 (2022) engaged Consultants to train key and frontline staff in identifying and addressing gender issues that affect women building their resilience against climate change. The gender action plan was reviewed and recommendations outlining gender responsive approaches were also developed and shared.

Recommendations

Table 1: Summary of Recommendations

S/N	Key issues	Recommendations	Timeframe	Responsible Units
1.	The untimely disbursement of funds to the RPs, and delayed procurement	The ET recommends streamlining the processes and procedures in approval of disbursements to RPs by UNDP, prioritizing project procurements by attaching dedicated staff to handle project procurements Therefore, the project needs to come up with an acceleration plan that would lead to fast tracked	Immediately (July 2022)	MoA & UNDP
2.	Field visits are essential for any field-based project and hence the MoA and PMU need to enhance their footprint in the field. The project area is quite vast hence periodic monitoring should be a priority. While the PMU had	Enhanced tracking of the M&E and travel plans to ensure adherence to the plans, it is recommended that these missions should involve all the RPs	Immediately (July 2022)	UNDP

S/N	Key issues	Recommendations	Timeframe	Responsible Units
	all the M&E plans, travel plans etc, it was clear that despite the COVI 19 pandemic only less than 50% of those missions were actually undertaken	and where possible done jointly.		
3.	The project though it's delayed in implementation has recorded a number of successes[2] in Alternative livelihoods and women savings groups. There are good stories however the visibility is low despite the project having a project visibility and communication plan.	Enhanced communication of results is the UNDP communications unit and the MoA communication unit should follow come up with a joint strategy to enhance communication of the project results that have been achieved.	Between now and December 2025	MoA & UNDP
4.	The ET was informed that the position of Project Manager was vacant since July 2020, and the Project Engineer fulfilled it resulting in impressive outturns under his reign.	The ET team therefore recommends that he is either confirmed or some substantive officer occupies the role to ensure security of tenure	Immediately	MoA & UNDP
5.	A key shortcoming for this project related to gender equality is about the non-documentation of the best practices and lessons learned for women	The ET recommends identifying documenting Women's Empowerment best practices and lessons learned in SCRALA's project and disseminate these among partners and other stakeholders	Between now and December 2025	PMU
6.	Related to item 5 above is the non-dissemination of progress reports (i.e., M&E reports) to all key project stakeholders	The ET recommends a methodical approach to dissemination of	Between now and December 2025	PMU PMU

[2] Back to office report for high level monitoring mission in Kazungula and Sioma district.

S/N	Key issues	Recommendations	Timeframe	Responsible Units
	including those at district and the provincial levels.	lessons learnt is adopted, outlined and used as feedback tool for district and provincial stakeholders. This should be clearly detailed in the Project M&E Plan		
7.	Despite having an established Project M&E plan, it lacks critical aspects that ensure indicator quality and consistency. E.g., it is lacking in the following areas: It does not precisely define indicators - Vague terms (e.g., "improved climate information," "quality," "…timeliness, content and reach out of advisories" "vulnerable") have not been numerator and denominator for proportions/ratio are not clearly defined.	Revise the Project M&E plan to include Indicator reference Sheet that clearly defines indicators to be monitored and evaluated	Immediately (Between July & September 2022)	PMU
8.	Non-fully functional GRM system resulting in for instance some of the GRM related issues to go unnoticed; not adequately captured and reported with regular updates by the project team	Conduct a Needs Assessment of the current GRM System and develop a detailed action plan and budget to fully operationalise the system	Immediately (July 2022)	PMU & MoA
9	Budget of co-financing is not broken down and it is no easy to track it	Provide a budget breakdown to facilitate to track it	Immediately (July 2022)	PMU & MoA
10	Project didn't support the farmer with honey process equipment	Provide farmer with honey process equipment to add value to the harvested honey	December 2022	PMU & MoA

1. INTRODUCTION

The Government of Zambia is being supported by the Green Climate Fund and the United Nations Development Programme to implement a "Strengthening Climate resilience of agricultural livelihood Project" in Agro-Ecological Regions I and II of Zambia (SCRALA) project. The project is being implemented in the selected sixteen (16) districts namely Mambwe, Nyimba, Chongwe, Luangwa, Chirundu, Rufunsa, Chama, Mafinga, Kazungula, Siavonga, Gwembe, Namwala, Sioma, Senanga, Sesheke and Mulobezi. The selected regions are among some areas in Zambia where smallholder farmers have been highly affected by climate change impacts. Therefore, the project aims to increase the resilience of smallholder farmers in these target areas in view of climate change and variability by taking a value chain approach, addressing risks posed across key stages of the value chain – planning, production and post-production.

The project is designed to target interventions that will capitalize on opportunities that strengthen and promote viable climate-resilient value chains relating to smallholder agriculture in the target regions. The special focus of the project are value chains that are gender sensitive and provide viable economic opportunities for women and youths owing to their vulnerability in the face of climate change effects. The project has three interrelated outputs. These are:

1) strengthening capacity of farmers to plan for climate risk.
2) strengthening resilient agricultural production and diversification practices (for both food security and income generation); and
3) strengthening farmers' access to markets and commercialization of introduced resilient agricultural commodities.

The project is closely aligned with the government's key developmental goals as outlined in the rolling National Development Plans and in the Vision 2030 Strategy. It was therefore envisaged that the project contributes to national policies and strategies related to several Sustainable Development Goals (SDGs), contributing to SDG 2 (zero hunger), SDG 1 (no poverty), SDG 13 (climate action), and SDG 8 (decent work and economic growth). The plans and policies the project is contributing to include the country's National Development Plans; the National Adaptation Programme of Action on Climate Change (NAPA, 2007), National Climate Change Response Strategy (2010), National Strategy for Reducing Emissions from Deforestation and Forest Degradation (REDD, 2015) and contributes to the implementation of the Nationally Determined Contributions (NDC, 2015).

The project was approved in June 2018, while full implementation commenced in January 2019. The project is in its fourth year of implementation and is expected to run through to November 2025. Being in its mid-term (i.e., 4th year) of implementation, UNDP-Zambia initiated an independent Interim Evaluation of the project in line with GCF Grant agreement. This report outlines evaluation findings following and assessment of implementation of the project progress towards the achievement of the project objectives and outcomes. The report also provides recommendations to set the project on-track to achieve its intended results from 2022 to 2025.

1.1 Purpose of the IE

As per the Terms of Reference (ToR, Annex 1), this Interim Evaluation (IE) was a mandatory requirement for the GCF financed project titled: the Strengthening Climate Resilience of

Agricultural Livelihoods in Agro-Ecological Regions I and II in Zambia The overall purpose of Interim Evaluation (IE) is to assess the implementation of the project progress towards the achievement of the project objectives and outcomes as specified in the Project Document and GCF Funded Activity Agreement (FAA), and early signs of project success, or failure with the goal of identifying the necessary changes to be made to set the project on-track to achieve its intended results. The IE will also review the project's strategy and its risks to sustainability. Furthermore, the IE ensured that the project is focused on the achievement of the results by September 2025. It is worth noting that this IE fits within the Programme unit's evaluation plan as stipulated in schedule 4 of the FAA.

1.2 Objectives of the IE

The IE assessed the following:

- **Implementation and adaptive management** – seek to identify challenges and propose additional measures to support more efficient and effective implementation. The following aspects of project implementation and adaptive management were assessed: management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications.
- **Risks to sustainability** –assessed the likelihood of continued benefits after the project ends. The assessment of sustainability at the IE stage considered the risks that are likely to affect the continuation of project outcomes. The IE validated the risks identified in the Project Document, Annual Project Reports, and the ATLAS Risk Management Module and whether the risk ratings applied are appropriate and up to date.
- **Relevance, effectiveness and efficiency** - sought to assess the appropriateness in terms of selection, implementation and achievement of FAA and project document results framework activities and expected results (outputs, outcomes and impacts).
- **Coherence in climate finance delivery with other multilateral entities** - looked at how GCF financing is additional and able to amplify other investments or de-risk and crowd-in further climate investment.
- **Gender equity** - ensured integration of understanding on how the impacts of climate change are differentiated by gender, the ways that behavioural changes and gender can play in delivering paradigm shift, and the role that women play in responding to climate change challenges both as agents but also for accountability and decision-making.
- **Country ownership of projects and programmes** - examined the extent of the emphasis on sustainability post project through country ownership; on ensuring the responsiveness of the GCF investment to country needs and priorities including through the roles that countries play in projects and programmes.
- **Innovativeness in results areas** - focused on identification of innovations (proof of concept, multiplication effects, new models of finance, technologies, etc.) and the extent to which the project interventions may lead to a paradigm shift towards low-emission and climate-resilient development pathways
- **Replication and scalability** – the extent to which the activities can be scaled up in other locations within the country or replicated in other countries (this criterion, which is considered in document GCF/B.05/03 in the context of measuring performance could also be incorporate d in independent evaluations).
- **Unexpected results, both positive and negative** - identified the challenges and the

learning, both positive and negative, that can be used by all parties (governments, stakeholders, civil society, AE, GCF, and others) to inform further implementation and future investment decision-making

The intended target audience of the evaluation are:

- The project team and decision makers in the Ministry of Agriculture
- The GCF
- The project partners and beneficiaries
- UNDP in Zambia as well as the regional and headquarter (HQ) office levels

It is envisaged that the results of this IE can contribute to some adjustments in project implementation, the update of the assumptions adopted, and the revision and recommendations for the Project indicators, to adjust to the current context in which it is executed. To this effect, the IE is designed to effectively support the coordination and the technical team of the Project to contribute towards the achievement of the planned results. Noteworthy to mention is the fact that IE followed an approach that emphasized the participation of various relevant actors of the SCRALA Project. Additionally, it is important to mention that focus group discussions were held separately (i.e., female-only focus groups and male-only focus groups) to ensure gender mainstreaming in the evaluation methodology.

1.3 Structure of the IE report

This interim evaluation report of the *Strengthening Climate Resilience of Agricultural Livelihoods in Agro-Ecological Regions I and II in Zambia* Project consists of five main parts. The first part gives an overview of the evaluation through an executive summary with a brief description of the project, progress made, overall rating given by the interim evaluation team, conclusion and table of the summary of recommendations. The second part, which is the introduction, gives us a reminder of the terms of reference, the methodology and the approach used for this mid-term evaluation. The third part of this report deals with a detailed description of the project, its context, the problems that the project tends to resolve, the strategy adopted, the objectives and expected results, and the institutional arrangements for implementing the project Stakeholders. The fourth section gives the detailed results of this evaluation, based on the following four criteria: strategy, progress, implementation and adaptive management as well as sustainability. Finally, the fifth and final part of this report presents the conclusion of the evaluation mission and the recommendations. This will allow to take all the corrective measures necessary to achieve the objectives of the project

2. PROJECT DESCRIPTION AND BACKROUND CONTEXT

2.1 Project Development Context

Zambia is a lower-middle-income country with close to 16 million inhabitants. Over the past decade, Zambia has experienced an average annual Gross Domestic Product (GDP) growth rate of approximately 6%. Despite the progress in the country's economic and financial performance over recent years, Zambia still faces widespread poverty. Approximately 60% of the population live

below the international poverty line of US $1.25 per day and there are notable disparities in incomes between rural and urban areas.

Approximately 89.4% of households in rural areas are engaged in agricultural production (2015 LCMS). This estimates that approximately 207,517 households are engaged in agriculture within the target areas. According to the 2015 LCMS, Agricultural activity was the main economic activity engaged in by 58.5 percent of households (89.4% of households in rural areas and 17.9% in urban areas). The average household size in Zambia is 5.1 (5.0 in urban areas and 5.2 in rural areas).

Zambia's long-term development strategy is articulated in the "Vision 2030: A prosperous middle-income nation by 2030." To reach this objective, the Government of the Republic of Zambia (GRZ) aims to steadily grow the country's GDP by about 2% every 5 years. Currently the sectoral strategy for achieving such desired economic growth is outlined in the GRZ's 8th National Development Plan (8NDP). In achieving this vision/aim, the Government will be the lead in providing policy guidance and an enabling environment for effective stakeholder (traditional leadership, local communities, civil societies, private sector) participation to realize the vision. Based on the previous stakeholder consultations through the UNREDD+ elements development process, the government realises that first and foremost that the agriculture frontier is key in the process of land use change in Zambia.

The Government's urgent need for smallholder agriculture to be resilient to climate change and variability as it contributes immensely towards food security and sustainable livelihoods particularly in rural areas. In this regard, through its various sectors, the government has made some strides in the setting up of policies, strategies and laws to encourage the sustainable management and utilisation of its natural resource base in the wake of climate change and variability. Fundamental to any Government's aspirations, is the improvement of its peoples' health and wealth.

The implementation of the SCRALA draws from existing policy and legal framework that the government has put in place. Some of these are:

- **Vision 2030**

Vision 2030 reflects the collective understanding, aspirations and determination of the Zambian people to be a prosperous middle-income nation by the year2030. This document sets out the goals and targets to be achieved in the country's social-economic life over the next generation. In addition, challenges and obstacles that must be overcome in order to realize the aspirations are presented therein.

- **Eight National Development Plan (2022-2026)**

The plan recognizes the impacts of climate change, and it has been mainstreamed in all strategies in order to reach the Government's Vision 2030 of becoming a "prosperous middle-income country by 2030." The development plan, which runs from 2022 to 2026, is anchored on four pillars namely, economic transformation and job creation, human and social development, environmental sustainability, and good governance environment. The 8NDP theme of "socio-economic transformation for improved livelihoods" aligns well with SCRALA project objectives.

- **National Climate Change Response Strategy (NCCRS-2010)**

The NCCRS and the National Climate Change Policy which outlines an approach for achieving the vision of "a prosperous climate change resilient economy." They provide a strategy for a coordinated response to climate change issues, particularly contributing to the United Nations Framework Convention on Climate Change (UNFCCC) objectives and commitments. Further, the Government of Zambia submitted an NDC in 2015 which outlines key priorities for promoting

climate change mitigation and adaptation in the country. This includes "promotion of conservation/smart agriculture activities leading to adaptation benefits and enhancing climate resilience, especially in rural areas." The SCRALA project is in line with both the strategy and policy.

- **Water Resources Management Act No. 21 of 2011**

The act, which embraces the tenets of climate change particularly the need to conserve water, is fully compatible with the project. The policy and the strategies on climate change stipulate that there shall be equity between genders and empowerment of women in the implementation of climate change-related activities. For instance, the project is fully in line with the Water Resources Management Act No. 21 stipulates that "there shall be equity between both genders in accessing water resources and, in particular, women shall be empowered and fully participate in issues and decisions relating to the sustainable development of water resources and, specifically, in the use of water." The Act explicitly promotes women to take up leadership positions in the management of water user associations until the minimum of 40 percent women representation is achieved.

- **National Policy on Climate Change of 2016**

In recognising the importance of addressing climate change, the Zambian Government approved the National Policy on Climate Change in 2016. The policy provides guidance on the direction of addressing climate change as well as the institutional arrangements.

- **National Agriculture Policy (NAP, 2004)**

The goal of the National Agricultural Policy is to facilitate and support the development of a sustainable and competitive agricultural sector that assures food security at national and household levels and maximizes the sector's contribution to the economy. The policy interventions dealing with the promotion of conservation agriculture, agroforestry for improved crop yields and soil fertility management among smallholder farmers fits in well with the SCRALA Project objectives.

- **National Agricultural Policy (NAP, 2012-2030)**

The planning and development of Zambia's agriculture sector has been revitalized through the revised National Agricultural Policy (NAP, 2012-2030). This outlines three primary goals of the agriculture sector: (i) To increase the annual growth rate of the real GDP; (ii) To increase the value and growth rate of crop exports; and (iii) To contribute to reduction of poverty and food insecurity in rural and urban areas.

To support the operationalization of the NAP, GRZ developed the National Agriculture Investment Plan (NAIP, 2013), as part of the Comprehensive Africa Agriculture Development Programme. The NAIP is a strategic framework to prioritize investments in the agriculture sector and identifies the promotion of small-scale irrigation as a priority area for investment.

Therefore, the SCLARA project will make it possible to sustainably improve the living conditions of the populations of these different rural areas, through improved access to water resources.

The project is also consistent with Pillar 3 of the Sustainable Development Partnership Framework related to economic development and environmental sustainability, especially on climate change and environment, led by UNDP. Further, this project will contribute to the following country outcome included in the UNSDF/Country Programme Document which stipulates that "by 2021, productive sectors expand income earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas" In the same vein, this project is fully compatible and linked to Output 1.4 (i.e., Scaled up action on climate change adaptation and mitigation across sectors) of the UNDP Strategic Plan.

2.2 Problems that the project sought to address, threats and barriers targeted

Agro-Ecological Regions I and II are facing increasing risks because of climate change, primarily variability of rainfall and increased frequency of droughts and floods, which have direct impacts on the agricultural production in the regions. They are also the regions of Zambia which have been breadbasket and have the highest concentration of poverty incidence due to rain-fed agriculture dominance thus, the poorest smallholder farmers in these regions are facing devastating impacts on their livelihoods which will further erode development gains. Women are disproportionately affected by these impacts, given their role in ensuring household food production and food/nutritional security, despite their unequal access to land, information, and inputs (e.g., improved seeds, fertilizer, and appropriate tools).

2.3 Project Description

The purpose of the project is to support the Government of Zambia to strengthen the resilience to climate change risks of vulnerable smallholder farmers in the country's Agro-Ecological Regions I and II. This project aims to increase the resilience of smallholder farmers in view of climate change and variability. The project will achieve this aim by taking a value chain approach, addressing risks posed across key stages of the value chain – planning, inputs production and post-production. This will be achieved through three subcomponents as described below:

Output 1: Smallholder farmers are able to plan for and manage climate risk to support resilient agricultural production

This output entails strengthening climate observational infrastructure, including Automatic Weather Stations (AWS) and rain gauges, to generate information on climate and weather (e.g., start/end of the rains, dry spells and drought during critical periods for crop filling/silking, and heavy rainfall/waterlogging during crop development). This will include water and agricultural advisories to provide advice and knowledge which farmers can interpret, understand and act on. At the same time, similar information tailored to the water sector (e.g., longer-term average rainfall, evaporation and hydrological flows/balances, water quality changes) is critical to inform water management planning. This includes information to support the identification of water infrastructure needs throughout the country for irrigation and monitoring at both the small-scale farmer level and the broader community and district level. The information generated would focus on both surface and groundwater monitoring, including both flow and quality, as they relate to the changing climatic conditions. This water monitoring information would align with and complement the climate and weather information being generated through the AWS and rain gauges. Integrated together, this information will be better placed to address the specific needs of farmers in the agriculture sector, e.g., irrigation, seasonal planning, water permitting (when to plant, when to harvest, etc.) and introducing new crops (based on weather and water projections.

Output 2: Resilient agricultural livelihoods are promoted in the face of changing rainfall, increasing drought and occasional floods

With better planning and management of climate risk, farmers will be supported to be in an improved position to adapt to climate change by managing water more sustainably, introducing new agricultural practices, adopting new varieties of crops and pursuing alternative livelihoods.

However, this will require a shift in current business practices, relying heavily on training and capacity-building, as well as information generated under the first output. Farmers will also need to integrate sustainable water management techniques, within the context of water catchment planning and water user associations, and ensure resilient agricultural inputs are available and sustained. Further, to ensure sustainability of the new approaches, a comprehensive knowledge and learning mechanism will be put in place. This will be built on the successful model of farmer field schools, which provide local, context-specific centres where farmers can share experiences with other farmers and continue to receive technical support from extension workers and other experts. Learning centres of excellence will also be established at the district level to promote scaling up and enhance replication to other camps throughout the district

Output 3: Increased farmers' access to markets and commercialization of resilient agricultural products.

This output focuses primarily on processing, storage and transportation, as well as identifying viable markets (such as schools) for rural products. This will be done by introducing supply storage and warehousing, allowing crops to be sold when prices are reasonable given varying climatic conditions, reducing post-production losses caused by climate change as well as access to market tools in the face of change (pricing and demand information), and learning to optimize farmer selling behaviour during each point in the growing season. This approach focuses on the vertical market chain – not just primary market actors but also the enabling environment, including policy and regulation as well as infrastructure and capacity of intermediaries such as off-takers. By targeting project interventions that reduce climate risk and at the same time enhance market opportunities, this approach works to align the economic interests of beneficiaries with long-term climate resilience. Involving market intermediaries will allow the project to reach more people, through both replication and scaling, than it could by only targeting individual smallholders. There is a specific emphasis on women, to ensure they gain better access to resources (e.g., finance and insurance), and also have the financial and business skills to scale up alternative livelihoods.

The budget of the project is US $ 137, 269, 000 which is broken down as follows: US $ 32, 000, 000 GCF grant; US $ 1, 400, 000 UNDP TRAC resources; US $ 369, 000 WARMA co-financing; and US $ 103, 500, 000 MoA co-financing. The project's duration is 7 years from September 2018 to September 2025 and is in its fourth year of implementation.

2.4 Project Location and Institutional Context

The project covers 16 districts of Zambia namely: Chama, Mafinga, Mambwe, Nyimba, Luangwa, Rufunsa, Chongwe, Chirundu, Siavonga, Gwembe, Namwala, Kazungula, Sioma, Sesheke, Senanga and Mulobezi. The primary direct beneficiaries will include over 157,000 farming households and their families (approximately 946,153 people) across the five (5) provinces of Eastern, Western, Southern, Lusaka and Muchinga. This will include all female-headed households (about 22 percent of all households) and male-headed households. The target districts were selected given their specific vulnerability to climate change risks, primarily increasing droughts, variability of rainfall and occasional floods, coupled with high incidence of poverty. Target beneficiaries currently have little resilience to cope with climate impacts or sustain livelihoods in the face of climate.

With the technical support of UNDP, the project is fully funded by the Green Climate Fund and is implemented by the Ministry of Agriculture with following responsible parties (RPs[3]): Zambia Meteorological Department (ZMD), Water Resource Management Authority (WARMA), Food Agriculture Organization (FAO) and World Food Programme (WFP). These parties have entered into agreements with the MoA to assist in successfully delivering project outcomes and are directly accountable to the MoA as outlined in the terms of their agreement. As such, engagement with WARMA and ZMD to implement respective activities is formalized through LoA's while that of FAO and WFP is formalized through UN agency to UN agency Contribution Agreements. A project coordination unit in the MoA facilitates and oversees project implementation while responsibility for implementation of the different components/activities of the project rests with several institutions. While these entities have been requested to lead on implementation of specific activities under the project as RPs, on behalf of the MoA, UNDP has the overall oversight of both the IPs and RPs to ensure compliance with its policies and procedures, and ultimate accountability to the GCF for delivery of the project.

The execution modality for this project follows the UNDP's National Implementation Modality (NIM) and the Implementing Partner (IP) is the MoA. In executing the Project, the UNDP Country Office is supported by the Regional Technical Advisor at the UNDP Regional Service Centre in Addis Ababa. The Regional Technical Advisor provides technical oversight and leadership, helping to ensure that initiatives on the ground achieve maximum policy impact.

Furthermore, UNDP's use of the National Implementation Modality (NIM): the SBAA between UNDP and the Government of Zambia; the Country Programme Document; and policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures (POPP). The NIM serves to build capacity for project management and reporting in GRZ. This modality is beneficial for supporting ongoing partnerships between UNDP and GRZ for project implementation.

The Steering Committee on Climate Change, chaired by the Permanent Secretary of Ministry of National Development Planning (now part of the Ministry of Finance), and assisted by a Technical Committee on Climate Change, provides among other things policy guidance and oversight. The MLNR is the secretariat of the Steering Committee on Climate Change. The Technical Committee on Climate Change is chaired by the Permanent Secretary MLNR while the Director - Climate Change and Natural Resources Management Department under the MLNR is the secretariat. Institutionally, the Ministry of Lands and Natural Resources (MLNR) is implementing the National Policy on Climate Change policy of 2016, through the Climate Change and Natural Resources Management Department. This department is mandated to facilitate the implementation of Climate Change project in the country.

[3] An RP is defined as an entity that has been selected to act on behalf of the Executing Entity based on a written agreement or contract to purchase goods or provide services using the project budget. In addition, the RP may manage the use of these goods and services to carry out project activities and produce outputs. All RPs are directly accountable to the Executing Entity in accordance with the terms of their agreement or contract with the Executing Entity. The Executing Entity uses RPs to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens.

2.5 Main stakeholders

Table 2: Summary of Key Stakeholders and their Roles

Key Stakeholder	Role in Project
UNDP	GCF Accredited Entity; Project Oversight and Quality Assurance; Channels project funding from GCF to the RPs; Provides co-financing
Ministry of Agriculture	Implementing partner and responsible for delivery of the Output 2; Member of PSC; Provides co-financing
Zambia Meteorological Department (ZMD)	Responsible partner for delivery of Output 1
Water Resource Management Authority (WARMA)	Responsible party for delivery of Output 1; Provides co-financing
World Food Programme (WFP).	Responsible party for delivery of Output 3
Food Agriculture Organization (FAO)	Responsible party for delivery of Activity 2.5 under Output 2
Copperbelt University / University of Zambia	Implementing partner for delivery of Output 1
Local NGOs/Private Sector	Gradual participation of the main national and international buyers and suppliers of agricultural inputs and products
Ministry of Fisheries and Livestock (MFL)	Implementing partner and responsible for delivery of Activity 2.4 under Output 2; Member of PSC
Forestry Department	Implementing partner and responsible for delivery of Activity 2.4 under Output 2
Ministry of Community Development and Social Services (MCDSS)	Implementing partner for delivery of Output 3; Member of PSC
DMMU	Mandated to coordinate MoA, ZMD and WARMA on weather, agriculture and hydrological advisories
Community radio stations	Implementation partners and beneficiaries, participation, advocacy and information dissemination at local level
SCCI	Implementation partner in training, supply and certification of seed crops
Local community	Project partners for delivery of outputs 1-3; direct project beneficiaries.

3. EVALUATION SCOPE AND OBJECTIVES

3.1 Interim Evaluation Scope and Methodology

The IE covered the entire period of project implementation from inception in September 2018 to

March 2022 across all the 3 components/outputs as well as all the activities carried out with the project support. The methodology for the evaluation is broadly described in this section. The IE was divided into three phases: inception, field mission and reporting. For the inception phase, an inception report was presented which included the proposed tasks, activities and deliverables. The inception report also comprised a table of the main review questions that needed to be answered in order to determine and assess project results and to identify the source of required information (e.g., documents, interviews and field visits) (refer to Annex VI).

3.2 Interim Evaluation Approach and Methods

The ET reviewed all relevant sources of information, including documents prepared during the preparation phase of the Project (refer to Annex II on the reviewed documents). The ET then conducted a 31-day field mission to seven (7) out of sixteen (16) districts which were purposively sampled based on core factors including one district from each Agro-ecological zone (zone I or II), at least one district from each of the five (5) provinces, districts with droughts/prolonged dry spells (e.g. Chongwe has typically dry spells every two-three years against the average of once in every five years), commercialization conditions in a given site (i.e. unproblematic versus problematic commercialization of surplus production from high-yielding crops, districts/project site using a limited number of weather and water-level observation stations, especially in the southern regions (i.e. monitor weather and water availability at the block level, etc. Similarly, purposive sampling was applied to select 2 Agricultural Camps per district with the main factor considered being the extent to which specific project activities have been implemented. As such, one (1) peri-urban and one (1) rural Agricultural Camp was selected within a sampled district. The sampled districts included Chongwe, Luangwa, Nyimba, Mafinga, Senanga, Namwala and Gwembe. The following Agricultural Camps were sampled in the 7 districts; Chongwe (Kapete A and Lukoshi); Luangwa (Kaunga B. and Mpuka); Nyimba (Ng'ambwa and Luamba); Mafinga (Wiya and Chanama); Senanga (Ngundi and Lukanda); Namwala (Masompe and Maala Central); and Gwembe (Banyete and Lukonde). A combination of various project beneficiaries were interviewed in the sampled camps. A list of project beneficiaries interviewed during FDGs is available in Annex V b.
The field mission was carried out during the period 13th April to 18th May 2022. The mission schedule is available in Annex II.

Focus Group Discussion (FGD) guide: The ET used this guide to direct discussion meetings with beneficiaries of the sampled project sites to obtain their perspectives in relation to the impact of the project on the community agricultural livelihoods and climate resilience, their satisfaction levels, expectations, challenges / barriers facing SCRALA's delivery and implementation, plus project improvement areas. A total of 28 focus group were held separately (i.e., female-only focus groups and male-only focus groups). This was designed to make women and men feel free to share their perspectives on gendered cultural and social stereotypes and values. (Refer to Annex III b.).

Key informant (KII) guide: The KII guide was used to direct the discussions of the ET with the stakeholders including the Implementing Partner, Project Management unit, Responsible parties and other key stakeholders both at the national and district levels. Key informant interviews were conducted in groups or individually with the project team and project partners. Among the data collected were the major achievements, factors that ensured these successes, key concerns /

challenges, thoughts on how to address these challenges, major lessons learnt etc. (Refer to Annex III a.).

Field visit: The ET also collected data by direct observation of project interventions in the sampled districts and within agricultural camps. These visits allowed the ET team to appreciate the achievements and the overall implementation of the project to date. The ET gathered media evidence, especially photographs. The visits were organised by PMU and conducted with the support of project teams at district and agricultural camp levels.

3.3 Data Analysis

In order to have quality data that reflects reality, the IE Team diversified data sources, instruments and techniques (triangulation). The data and information from the document review and those collected in the field from stakeholders were compared with each other.
Overall, data processing was done in the form of content analysis from documents and testimonies collected from key informants during the interviews using the following method: extraction for each indicator of the project component and evaluation criteria, including the evaluation questions, of the key messages as expressed by the informants; prioritization of these messages according to their frequency of appearance in the set; and comparison between the groups in order to identify divergences and convergences. Finally, the quantitative data was processed and analysed using a spreadsheet while the qualitative data was analysed manually

3.4 Evaluation Limitations

Given the limited available time (45 days spread over 3 months) allocated to the Interim Evaluation in comparison to the project size coupled with the physical spread out of districts, it was not feasible to conduct a full IE household survey in the target districts. Further, only 7 project districts out of 16 were visited by the IE team with only a few hours spend for interviews and project sites visit in 2 agricultural camps per district. Besides, the visits coincided with the harvesting season coupled with the continued COVID-19 restrictions resulting in failure of some of the farmers to attend these meetings.

4. FINDINGS

4.1 PROJECT STRATEGY

Project Design
The project proposal was developed based on capitalising on lessons learned and good practices from previous projects and initiatives, including ,(i) Adaptation to the effects of climate variability and change in Agro-ecological Regions I and II in Zambia,(ii) Strengthening climate information and early warning systems in Eastern and Southern Africa for climate resilient development and adaptation to climate change,(iii) Promoting climate-resilient, community-based regeneration of indigenous forests in Zambia's Central Province, etc.

The project was designed through extensive stakeholder consultations[4], including with civil society, at national level and in the targeted regions of the country, and the NDA issued a no-objection letter. The selection of 16 project districts was reasonable as these are the most heavily affected by either floods or droughts, these districts have specific vulnerability to climate change risks, primarily increasing droughts, variability of rainfall and occasional floods[5], coupled with high incidence of poverty.

The overall Project Risk and SESP Risk in the proposal are considered as Low, despite having some of the risks rated as Moderate. Original SESP considers only environmental risks, but not obvious social risks the project can produce, like human rights and gender related risks. The project was screened against UNDP's Social and Environmental Standards Procedure which identified moderate risks[6] as such the project developed an Environmental and Social Management Framework (ESMF)[7].

The project outlines 7 risks to the project implementation as follow as:

- Communities reluctant to adopt climate-resilient agricultural practices
- Occurrence of extreme climate events during the implementation of the project that can negatively impact construction work
- Low adoption of water technologies due to perceived high maintenance costs or labour-intensive approaches
- High staff turnover and limited numbers of government extension staff impedes retention of skills and knowledge in the relevant sectors/institutions
- Potential adverse impacts to habitats and/or ecosystems as a result of changed hydrology through construction of weirs, boreholes and reservoirs
- Project involves extraction, diversion or containment of surface or groundwater. Risks include potential contamination of groundwater as a result of exposing aquifer, over-extraction of water resources, impacts to downstream habitats and users
- Potential to increase health risks associated with waterborne vectors through the construction of open water storages (ponds and dams) and increased irrigation (channels and flooded fields).

The selection criteria for beneficiaries are good however, in about 20% cases, it showed that there was no strict adherence to the criteria resulting in wrong targeting.

There are assumptions that lead output to outcome, and outcome to impact. Output 1 and output 2 are interconnected and have one assumption that leads to outcome.

The Evaluation Team also points out that for consideration, an assumption on "stable economic environment" is critical and should be included especially that a handsome number of goods and services to be procured are affected by the prevailing exchange rates of the Zambian kwacha against major foreign currencies. It's noteworthy to mention that exchange rate variations may

4 Proceedings of the Chipata and Livingstone district stakeholder consultative meetings, May 2016
5 https://www.theguardian.com/world/2020/mar/12/zambians-water-shortage-drought-lake-rainfall
6 Annex VI (b) Environmental and Social Management Framework for Strengthening climate resilience of agricultural livelihoods in Agro-Ecological Regions I and II in Zambia
7 Environmental and Social Management Framework, revised 2021

impact on these procurements especially imports for goods and services i.e. irrigation and processing equipment. Some suppliers declined, due to depreciation of the local currency, to quote in Zambian Kwacha and opted to have their contracts in foreign United States dollars currency.

Gender equality and empowering women indicate that women in the context of this proposal are more vulnerable than their male counterparts. The project has considered at least 40 percent of the beneficiaries and 30 percent in farmer groups/cooperatives/water user association decision-making bodies will be women respectively. Women will be empowered by ensuring they are members of decision-making committees and providing them with working tools. And ET notes that there is no identification and documentation for women empowerment's best practices and lessons learned for this project

The project budget is well elaborated with costs per activity in each output well outlined, however, though the budget clearly indicates UNDP co-financed activities, the counterpart funding or co-finance in terms of cash contribution by GRZ was not availed hence it was difficult to analyse expenditure against such contribution.

Results Framework/Log frame:
The project has 11 actvities,3 outputs and only one outcome that contributes to achievement of impact. Normally more than one outcome will be needed to attain the impact. Most of outputs are well formulated except for Output 3: Increasing farmers' access to markets and commercialization of resilient agricultural products) and the same is true for activities (Activity 2.2: Increased access to agricultural inputs for resilient crops). Output 3 and activity 2.2 can be rephrased to reflect verbs.

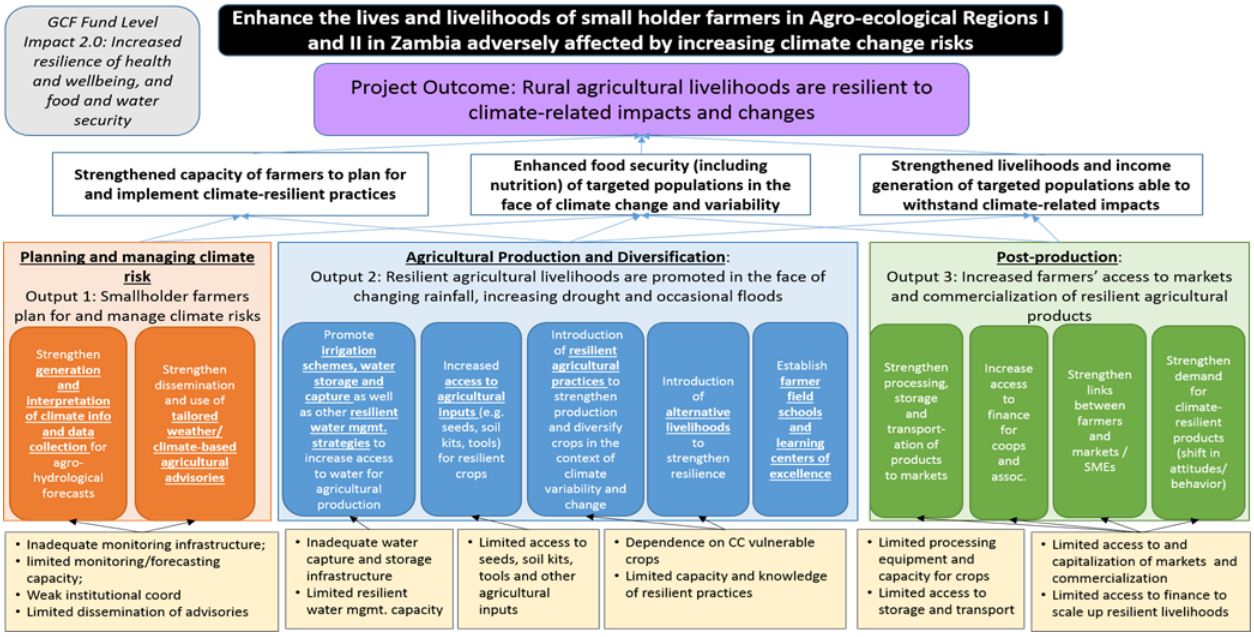
After the signing of the FAA the project logical framework was slightly revised by PMU and indicator 2.4 shifted to output 2 and replaced by the GCF indicator 2.2: "Number of food secure households (in areas / periods at risk of climate change)". For purposes of tracking changes in the Results Framework indicators, it is important that changes made to any indicator must be documented and justified. This includes but is not limited to changes to the definition, reporting frequency, data collection methodology, data construction, and indicator name. Documentation must include detailed information on the changes made, the date the change was made, and justification.

There are 11 indicators for tracking progress towards achievement of project results. However, most of the indicators are quantitative (except one outcome indicator and one output indicator) and not completely SMART. Under output 3, the first indicator "Percentage of resilient commodities produced by target farmers that are sold on the markets" the indicator has no causality link or direct link with the activity. There is only an activity related to this output indicator (Activity 3.4 Identify available markets and promote climate-resilient products and indicator).is an example, and this indicator is not populated/reported in the previous years' APRs, probably the indicator definition is weak. It's not clear as to which resilient commodities are being considered in this case. Also, both numerators and denominators have not been defined.

Those indicators are linked to a results chain, which is the general guide on how to attain the components' objectives and the higher goal, and unfortunately there is only one outcome.

The Theory of Change diagram shown below demonstrates links between project Outputs, Outcome, and Impact. It does directly correspond to Output, Outcome, and Impact indicators in the Project Results Framework.

Figure 1: Theory of Change



There are no assumptions on how outputs will lead to outcomes and outcomes to effect the high-level impact. However, the project document describes some conditions created that lead to sustained impacts and potential for scale-up through exit strategy.

Another fact to be highlighted regarding SCRALA project strategy is the quality of the preparation for this operation. At the end of the preparatory phase, all the necessary tools for its start-up, implementation and monitoring and evaluation were in place, notably: M&E plan, communication and visibility plan, SCRALA Gender Action Plan, etc, and though evidence suggests a number of field visits[8] being undertaken, there was no documentation to show tracking of the M&E and field visit travel plan. As a result, it was difficult to know if follow up action was undertaken on issues that were highlighted from field missions or incorporation of lessons learnt.

In view of all these constraints and weaknesses and given the continuity of implementation which continued uninterrupted until midterm, the SCRALA project strategy can be described as Moderately Satisfactory.

4.2 RELEVANCE

[8] Back to office monitoring reports

Overall Rating: *Highly Satisfactory (HS)*. The project is highly relevant and aligns with key development goals[9] and the strategies fully relevant to address climate risks in the 16 target district areas that face drought and floods (see details in the Table 4).

Table 3. Review of the Project Relevance

Evaluation criteria	Evaluation Rating (Score)	Justification
Relevance of the project to country priorities climate change adaptation and mitigation	**HS (5)**	The project indicates a thorough alignment with the Government of the Republic of Zambia's (GRZ) key development goals, defined in Zambia's Seventh National Development Plan (7NDP) and Vision 2030 Strategy, which identify the agriculture sector as critical for achieving the objective of becoming a prosperous middle-income country by the year 2030. The project is also anchored in the country's National Adaptation Programme of Action on Climate Change (NAPA, 2007), National Climate Change Response Strategy (2010), National Strategy for Reducing Emissions from Deforestation and Forest Degradation (REDD, 2015) and contributes to the implementation of the Nationally Determined Contributions (NDC, 2015), which prioritizes "promotion of conservation/smart agriculture activities leading to adaptation benefits and enhancing climate resilience, especially in rural areas," as well as conservation of water, water technologies for irrigation, and strengthening climate information services . Among some other relevant national policies include the following **National Livestock Development Policy 2020:** It seeks to promote sustainable livestock development through the expansion of extension and advisory. **Water Policy (2010):** It provides for the management framework for Zambia's water resources to ensure they are managed, sustain wildlife, fisheries and other ecosystems and developed in a sustainable manner and retain environmental integrity to support the need of the current and future generations. **2nd National Agricultural Policy 2016:** It seeks to provide a conducive environment that will stimulate sustainable agricultural development with the objective of promoting the

[9] 7th National Development goals

Evaluation criteria	Evaluation Rating (Score)	Justification
		sustainable use of natural resources and the mainstream environment and climate change in the agriculture sector. Therefore, the SCRALA project supports the Government of Zambia to strengthen the capacity of farmers to plan for climate risks that threaten to derail development gains, promote climate resilient agricultural production and diversification practices to improve food security and income generation, improve access to markets, and foster the commercialization of climate-resilient agricultural commodities.
Relevance to GCF priorities	**HS (5)**	The SCRALA project is fully relevant and contributes directly to one of the eight GCF's results area of "Increased resilience of livelihoods of people and communities (project Outputs 1-3)"
Relevance to UNDP priorities	**HS(5)**	The project directly contributes to UNDP strategic plan 2022-2025 and the Outcome on the signature solutions "Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics". **UNSDPF (2016–2021):** By 2021 Productive sectors expand income earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas. **UNDP SP (2018–2021):** Output 1.4: Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented **CPD (2016–2021) Output 1.3.** Government has scaled up action on climate change adaptation and mitigation across sectors with increased funding and implementation status Additionally, the project contributes directly to the UNSCF Outcome 2.2. By 2025, Zambia's natural resources and environment are sustainably managed, protected, and people – especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks.
Relevance of the project strategies	**S (4)**	

Evaluation criteria	Evaluation Rating (Score)	Justification
to address climate threats to Smallholder farmers Livelihoods		The project output 1 enhances weather information generation, interpretation and access. This aim enhances strengthening the generation of climate information through increasing the weather observation network and interpretation of weather information. This results in smallholder farmers being able to plan for and manage water resources to support resilient agricultural production. Through weather advisories[10] generated by the project, coupled with adoption of resilient agricultural practices such as Conservation agriculture, farmers have increased their production by knowing when to plant, what crop and type of variety of crop. Clearly the availability of localized weather forecasts is contributing to strengthening the climate adaptive capacity of the small-scale farmers in the project areas
Average Score:	**HS (5)**	

Taking into account all the factors related to the relevance of SCRALA, the evaluation concludes that the relevance is fully proven, and is therefore qualified as Highly Satisfactory.

4.3 EFFECTIVENESS AND EFFICIENCY

SCRALA effectiveness analysis based on the activities' programming

Overall Rating: *Moderately satisfactory (MS)*. Currently the project implementation effectiveness can be rated moderately satisfactory due the following reasons in Output 1. smallholder farmers being able to plan for and manage water resources to support resilient agricultural production is likely to be achieved by 80% by 2024 due to the late implementation by WARMA. Output 2. Resilient agricultural livelihoods are promoted in the face of changing rainfall, increasing drought and occasional floods is likely to be achieved by 85% by 2024 due to late commencement of construction of irrigation schemes. Output 3. Increased farmers' access to markets and commercialization of resilient agricultural products is likely to be achieved by 90% by due to late commencement of processing activities.

Though the project kickstarted with the orientation meetings for National, Provincial & District level staff to ensure all stakeholders are familiar with the project objectives and their roles in the project. There, was a delay in recruitment of the Project Implementation Unit (PIU) staff, the PIU only became fully operational in 2nd quarter of 2019 impacting the implementation of the project.

[10] https://reliefweb.int/report/zambia/fighting-extreme-weather-improved-weather-forecasting-tools-are-giving-farmers-zambia

The MoA co-financing contribution enabled the distribution of climate resilient inputs to 79,000 farmers from September to December 2018.

Overall, the findings on activity programming quality led to the qualification of SCRALA's performance as Moderately Satisfactory

Effectiveness analysis based on activity implementation level

Spread over 3.5 years, the activities to be implemented were to be carried out **from 12 October 2018 to 12 March 2022**. The progress of the implementation of SCRALA was presented in four APRs (covering the periods from 6th October 2018 to 31st December 2018, 6th October 2019 to 31st December 2019,1st January 2020 to 31st December 2020 and 1st January 2021 to 31st December 2021) and nine Quarterly Reports. **As of 1 March 2022,** the situation was as follows:

Table 4. Review of the Project Effectiveness

Evaluation criteria	Evaluation Rating (Score)	Justification
Probability that the project strategies will achieve the project Outcomes during the project lifetime	**S (4)**	The IE team tried to evaluate the of achievement of the following project Outputs: **Outputs 1.** Smallholder farmers are able to plan for and manage climate risk to support resilient agricultural production. **Output 2.** Resilient agricultural livelihoods are promoted in the face of changing rainfall, increasing drought and occasional floods **Output 3.** Increased farmers' access to markets and commercialization of resilient agricultural products For the Output 1, literature review[11] and data collected showed an increasing reliance on weather and agricultural advisories by the smallholder farmers, these advisories guide the farmers on the best time to plan their agricultural activities. However, despite the construction and commissioning of the 20 Automatic Weather Station (AWS) in all the 16 districts, the project is yet to develop Standard Operating Procedures (SOPs) for meteorological, agriculture and water products and services as well as stakeholder engagement. Furthermore, the activities under WARMA are three years behind schedule due to coordination issues between the IP and the RP, it should be mentioned however, that in 2022, these issues had since been resolved.

[11] 2021 APR – Zambia FP072 5858

Evaluation criteria	Evaluation Rating (Score)	Justification
		Therefore, though delayed activities under WARMA are mostly construction related and can be fast tracked, Output 1 is unlikely to be fully achieved as planned by the end of the project (2025). Similarly for the **Output 2** the projections are the following: 1) **Project Activity 2.1** Promote irrigation schemes, water storage, and capture as well as other resilient water management strategies to increase access to water for agricultural production in the target districts within Agro-Ecological Regions I and II (**Implementation progress: 35%)** The construction of irrigation schemes have delayed, though 138 boreholes had been developed out of the 158, only 2 complete irrigation schemes have been constructed in two districts. This could be partly attributed to the inadequacy in the technical feasibility study[12] resulting in fresh technical assessments and delays in procurement. Therefore, the projections are that only 20 schemes an average of 120ha could be complete by 2025. 2) **Project Activity 2.2** Increased access to agricultural inputs (e.g., seeds, soil kits, tools) for resilient crops (**Implementation progress: 35%)** **Project Activity 2.3** Introduction of new resilient agricultural production practices to strengthen production and diversify crops amidst climate variability and change (**Implementation progress: 40%). CA has been adopted by** 154,296 farmers. **Project Activity 2.4** Introduce alternative livelihoods to strengthen resilience in target communities (**Implementation progress: 50%),** All the districts have implemented alternative livelihoods and the pass on a goat strategy has reached the 3rd beneficiary in Kazungula district **Project Activity 2.5** Establish farmer field schools and learning centres of excellence to further document and scale up successful practices (**Implementation progress: 40%)** **180** Farmer field schools have been formed in all the districts and 7,081 CA demonstration plots set up for climate change adaptation options, despite late the delivery of inputs in the last season 2021/2022 that affected crop yields in the demonstration plots.

[12] FP-UNDP-151217-5858-Annex II _a_ (2) Site specific data

Evaluation criteria	Evaluation Rating (Score)	Justification
		The general project implementation on output 2, despite delays in activity 2.1, shows a good indicator that Outcome would be achieved by 2025 by 85%. **Output 3. Increasing farmers' access to markets and commercialization of resilient agricultural products** **Project Activity 3.1** Strengthen processing of resilient products (**Implementation progress: 10%) the implementation has been slow, though districts like Nyimba have conducted training in food processing and preservation in Chalubilo and Moombe village the crops used include sweet potatoes, pumpkins, cassava etc.** **Project Activity 3.2** Strengthen storage, aggregation and transportation of resilient products to enhance commercialization and linkages to market and SMEs (**Implementation progress: 40%)** **Project Activity 3.3** Increase access to finance and insurance products for smallholder farmers by strengthening financial education and facilitating engagement with potential financing sources including public, private, bilateral and multilateral sources (**Implementation progress: 35%)** **Project Activity 3.4:** Identify available markets and promote climate-resilient products (**Implementation progress: 35%)** From a quantitative point of view, out of a total of **11** activities, **all** activities were partially implemented, i.e., an average of 54**%** (midterm level). If the current project implementation effectiveness is improved **the Output 3 is likely to be achieved as planned by the end of the project (2025).**
Number and character of the most impressive project results	**S (4)**	The most impressive project results can be summarized as the following (however, all of them are below planned by the Mid-Term): • The dissemination of improved packaging of weather information to 234,633 farmers to access more accurate and localised advisories that enabled them to make informed decisions on planning and managing climate risk.

Evaluation criteria	Evaluation Rating (Score)	Justification
		• Training and supporting 1,753 (59% males and 41% females) small scale farmers with inputs to adopt alternative livelihoods in beekeeping • Increased the adoption of alternative livelihoods in goat rearing amongst 6,359 (44% males and 56% females) beneficiaries • Training and active participation of 6,300 (52% males, 48%men) farmers in 180 farmer field schools and 2 leaning centres in all the 16 districts. • The project promotes a value chain approach to increase household incomes through market access, and the activities that were implemented during 2021 resulted in the following achievements during the reporting period. • 75,887 (49% women, 51% men) were trained in Post-Harvest Loss Management • 689 (55% males and 45% females) officers trained in the savings for change methodology • Cumulatively 24,857 (70% women 30% men) households were provided with financial education programmes related to credit and insurance schemes (SFC membership). • Scoped 847 (37% women, 63% men) traders, cooperatives, Agro-dealers or out growers in preparation for aggregation • Trained 948 (63% women, 37% men) aggregators in market access both in the newly launched virtual farmer market "Mano app" and in aggregation • Trained 1,407 (49% women, 51% men) farmers in the Warehouse Receipt System (WRS) • Training 76,230 (49% women, 51% men) farmers in Conservation Agriculture in 2021 and cumulatively from project start a total of 154,296 (46% women) trained in CA • Increased the adoption of alternative livelihoods such as goat rearing and beekeeping amongst 8,112 (44% males and 56% females) beneficiaries • Training and active participation of 6,300 (52% males, 48%men) farmers in 180 farmer field schools and 2 leaning centres in all the 16 districts.

Evaluation criteria	Evaluation Rating (Score)	Justification
		Through the value chain approach to increase household incomes through market access, the project achieved the following • 75,887 (49% women, 51% men) were trained in Post-Harvest Loss Management • Cumulatively 24,857 (70% women 30% men) households were provided with financial education programmes related to credit and insurance schemes (SFC membership). • Trained 948 (63% women, 37% men) aggregators in market access both in the newly launched virtual farmer market "Maano app" and in aggregation • Trained 1,407 (49% women, 51% men) farmers in the Warehouse Receipt System (WRS)
Number and character of the significant project shortcomings	**MU (2)**	The most significant project shortcomings can be summarized as the following: • Delayed project implementation process, because of slowed procurement process of construction related activities in output 1 and 2 causing people to dishonour land consent agreements with the project and give away the land to other people. • Bureaucratic approval processes at UNDP and MoA are hampering the rate of progress of delivery. • There is a lack of capacity of local communities to maintain equipment and livelihood options provided: for example, in some project districts, the farmers could lack knowledge in disease management for the goats leading to high mortality rates. • There is a wrong targeting of beneficiaries in some districts, e.g., in Namwala and Gwembe district[13], the goat beneficiaries didn't know why they were selected and instead of targeting vulnerable households, cooperative groupings were selected. • There is lack of linkages between communities and local private sector to develop a proper value chain for alternatives provided by the project (e.g., Mulobezi and Sesheke districts have high production potential for honey however lack of market is hampering growth and prospect of increased income in the households.

[13] SCRALA monitoring report for Gwembe

Evaluation criteria	Evaluation Rating (Score)	Justification
		• Lack of high yielding boreholes for the small-scale irrigation and fishponds leading to cultivation of small areas that would be insufficient to carter for all the beneficiaries. • In some cases, the project uses services of non-credible companies: e.g., the private company that supplied beehives in Chama district delayed to complete delivery until after 6 months resulting in delayed implementation of alternative livelihoods.
Average Score:	**MS (3)**	

For the time being, the relationship between SCRALA's strengths and weaknesses in terms of the implementation level and adherence to the schedule of activities implementation allows this dimension of the project's effectiveness to be rated as Moderately Satisfactory

4.4 Efficiency

Overall Rating: *Moderately satisfactory (MS)*. The project Output delivery is only 54% of planned by the Mid-Term[14], with Output 1 and Output 2 below planned by the Mid-Term values. Considering the fact that all the funding was made available to the project from the onset, as well as all the co-funding contributions made by all the stakeholders, it can be considered that the efficiency of SCRALA was reinforced by all these contributions, and that the project had access at all times to the human, material and financial resources necessary for its implementation, which justifies the qualification

Table 5. Review of the Project Efficiency

Evaluation criteria	Evaluation Rating (Score)	Justification
Timeliness and quantity in implementation of project Activities and delivery of planned Outputs	**MS (3)**	Currently the project Output delivery is only 54% cumulative delivery rate against the expected delivery as of 2022 and is also 37% cumulative delivery rate against the total approved amount. Output 1 and 2 are slightly below target and with output 3 on target to be achieved. Therefore, an acceleration plan is required to ensure Output 1 and 2 are brought to achievable targets by 2025. The slow burn rate or delayed expenditure of at least 70% of disbursed GCF funds has seen the continued receipt of funds

[14] Project Information Management System (PIMS) data as at end of May 2022

Evaluation criteria	Evaluation Rating (Score)	Justification
		from GCF, 2020 (May), 2021 (May) and 2022 (expected in July)
Capacity of PMU and key partners to implement the project	**MS (3)**	The Project has experienced improved timeliness in approving of the AWPs, 2020 AWP (May), 2021 AWP (January), 2022 AWP (February) and it has a robust PMU that coordinates[15] all the RPs in the project and ensures that Project AWPs, M&E plan, Procurement plan, Disbursement plan, Travel plan, risk logs are detailed as required by UNDP CO. However, the project has faced insufficiency in capacity with some of its partners the MoA districts resulting in late submission of expenditure reports leading to delayed approval of subsequent disbursements of funds by UNDP. The other attributes to delays are as follows: - Delayed procurement processes by MoA and UNDP. The slowness could be attributed to delayed preparation and submission of comprehensive TORs for procurement activities by the RPs to procuring entities. - Discrepancies in district project quarterly progress reports with actual expenses and in some cases ineligible expenses that are not in line with the FAA and UNDP guidelines. - In some districts due to unsuitability of beekeeping or wrong district selection, the generated income from alternative livelihood option provided to farmers is insufficient and unsustainable to support local families.
Average score:	**MS (3)**	

In view of the above, the assessment of SCRALA's effectiveness and efficiency is rated as Moderately satisfactory

Compliance with the timeline

The compliance **with SRALA timetable is analysed on the basis of a comparison between the planned and actual duration of activities carried out, starting from the fulfilment date for the conditions of the first disbursement.** With regard to this principle, it is necessary to recall the key dates which would allow to assess the adequacy between the forecast duration and the actual period carrying out the project. In this respect, project document and FAA indicated that SCRALA was initially defined for a duration of 7 years, ***from 01 October 2018 to 30 September 2025.*** In the absence of indications to the contrary, the Evaluation team considers that the resources mobilised for this project implementation were available when the FAA was signed on ***06***

[15] Regular coordinating meetings are held with the districts

November 2018, and that activities should have started in accordance with the pre-established schedule.

The project mid-term was supposed to end in April 2022, but due to the challenges (COVID-19, procurement delays, delay in receiving the funds by district, etc), the project delivery didn't meet this timeline.

For this reason, the factor analysing the efficiency of SCRALA based on the respect of the implementation schedule is qualified as Moderately Satisfactory.

SCRALA's efficiency in relation to the availability of resources required to produce the results

By the end of December 2021, the expenditures achieved an overall completion of **48.42%** with all details. The Evaluation team hopes that this situation will evolve rapidly with the low case of covid-19 and other which impact to the project delivery.
It is worth noting from co financing letters that MoA has matched its pledges in contribution with most expenditure going to Output 2, the MoA contribution on output 3 and 4 has been below its pledges. The Evaluation Team considers that this situation could be explained in part by the depreciation of the local currency against the US dollar.

Considering the fact that all the funding was made available to the project from the onset, as well as all the co-funding contributions made by all the stakeholders, it can be considered that the efficiency of SCRALA was reinforced by all these contributions, and that the project had access at all times to the human, material and financial resources necessary for its implementation, which justifies the qualification Moderately Satisfactory

Cost-effectiveness of SCRALA in delivering activities

The budget breakdown for SCRALA illustrates that from the conceptual phase, the initiators considered the desire to achieve the objectives pursued at the lowest cost.
Estimated at US$**137,269,000.00,** the contribution of **GCF represented US$ 32,000,000.00** and this budget was divided between (i) the direct activity costs estimated at **US$ 30,508,382**, i.e., **95.34%** of the total cost of the Project, and (ii) the project management costs at **US$ 1,491,618** including the cost of services to projects – UNDP Country Office staff, International Consultants, Local Consultants, Contractual Services, Travel, Communication & Audio-Visual Equipment, Supplies, Rental & Maintenance-Premises, Professional Services, Equipment and Furniture, etc.
The rate obtained from this cost breakdown compare favourably with the norms and standards used by other financing institutions such as World Bank, African Development Bank, which funds projects with management costs of less than or equal to 20% of approved budgets.

Nevertheless, the Evaluation Team considers the data that it had access to in order to analyse the " activity delivery cost " factor as sufficient to qualify this factor as ***Satisfactory****.*

In view of the above, the assessment of SCRALA's effectiveness and efficiency is rated as Moderately satisfactory

4.5 PROGRESS TOWARDS RESULTS

The project had relatively short preparation period: the years of 2018 was mainly used for some preparatory activities to deliver the project outputs, like orientation meetings with key stakeholders and local communities while part of 2019 saw an increase in project implementation. However, in 2020-2021 the project implementation was significantly slowed down by COVID-19 pandemic and related restrictions. Below, the respective progress is presented at the time of the current evaluation, together with its associated products, activities and indicative goals. The detail is provided in the following table.

Table 6: Progress Towards Results Matrix (Achievement of output against mid-term project Targets)

Project Strategy	**Indicator [16]**	**Baseline Level [17]**	**Level in 1st APR (self-reported)**	**Midterm Target [18]**	**End-of-project Target**	**Midterm Level & Assessment[19]**	**Achievement Rating[20]**	**Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved**
Fund Level Impact 1: A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities and regions.	Indicator 1: Number of males and females benefiting from the adoption of diversified, climate-resilient livelihood options	112,000	79,000	160,000: female 240,00: male	378,461: female 567,692: male	287,398 (50%women, 50% men)	S	The project achieved about 71% of the mid-term target.

[16] Populate with data from the Log frame and scorecards
[17] Populate with data from the Project Document
[18] If available
[19] Colour code this column only
[20] Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Fund Level Impact 2: A2.0 Increased resilience of health and well-being, and food and water security.	Indicator 1: A rea (ha) of agricultura l land made more resilient to climate change through changed agricultura l practices (e.g., planning times, new and resilient native varieties, efficient irrigation systems adopted)	82,125 ha	0	800 ha	2700 ha	120,393 ha	HS	This target will have to be reviewed because it is not realistic. On average, a smallholder farmer within the project area practices conservation agriculture (CA) on 0.25ha of land, and the project is targeting about 950,00 farmers. This therefore means, a combination of CA and other interventions are well over the target hectarage.

Outcome: A7.0 Strengthened adaptive capacity and reduced exposure to climate risks.	Indicator 1: Extent to which target beneficiaries (vulnerable households, communities, businesses, and public-sector services) adopt climate-resilient technologies (Improved tools, instruments, strategies and activities to respond to climate variability and climate change)	14.52 %	0	40% Beneficiaries (male and female) adopt climate-resilient technologies	80% Beneficiaries (male and female) adopt climate-resilient technologies	37% (90,198 women and 100,358 men)	MS	

Output 1: Smallholder farmers are able to plan for and manage climate risk to support resilient agricultural production.	Indicator 1: Percentage of smallholder farmers demonstrating knowledge to plan for and manage climate risk to support resilient agricultural production disaggregated by gender	3.1%	17% female and male smallholder farmers able to plan & manage risk	45% female and male Smallholder farmers able to plan & manage risk	90% female and male Smallholder farmers able to plan & manage risk	37% (90,198 women and 100,358 men)	MS	
	Indicator 2: Percentage of population with access to improved climate information, weather and agricultural advisories (disaggregated by gender)	20.5%	9% of female population	52% of female population	62% of female Population	25% (234,633 out of the total 946,153 target beneficiaries - 39% of women and 61% of men)	MU	The project is 27 percentage points below the target 52% by mid-term. The challenge with this indicator is the weak means of verification for information sent out on the air wave i.e., radio and television. It is not easy to determine how many people are reached through these platforms across the project districts, as listenership is yet to be determined especially for community radio stations.

	Indicator 3: Perception of targeted populations on the timeliness, content and reach of weather, agricultural and water advisories	32.5%	7% of both female and male populations have a positive perception	79% of male population. 30% of both female and Male populations have a positive perception on timeliness, content and reach of weather, agricultural and water advisories	95% of male population. 70% of both female and male populations have a positive perception on timelines, content and reach of weather, agricultural and water advisories	37% (86,814) of the total 234,633 farmers who received the seasonal weather and agricultural forecast	U	
Output 2: Resilient agricultural livelihoods are promoted in the face of	Indicator 1: Number adopting new agricultural practices and alternative livelihood.	33,898	5250 comprising of 3150 female and 2100 male	Female: 40,000 Male: 60,000	Female: 83,000 Male: 124,510	87,166 (40,629 women, 49%, 46,537 men, 51%)	HS	The project has already achieved beyond the end of project target for this indicator and there may be need to revise the indicator to reflect the actual reality.

changing rainfall, increasing drought and occasional floods	Indicator 2: Percentage increase in agricultural incomes in the project sites	26.20 %	0	35% of both male and female smallholder farmers show an increase in agricultural incomes by at least 25%	70% of both male and female smallholder farmers show an increase in agricultural incomes by at least 60%	8% (78,066) of both male and female smallholder farmers show an increase of 9.2%	U	The value reported at mid-term is based on proxy estimates of the increase in income by the lead farmers engaged in maize production, cow peas, honey production and goat keeping as reported in the 2021 APR. There's need for the project to consider mini annual outcome surveys to determine level of income
Output 3: Increasing farmers' access to markets and commercialization of resilient agricultural products.	Indicator 1: Percentage of resilient commodities produced by target farmers that are sold on the markets	26.88 %	0	40%for both female and male	80% for both female and male			This value has not been reported in the last 3 years pending the mid-term evaluation. A household survey was however not done in the MTR. There's need for the project to consider mini annual outcome surveys to determine the % of resilient crops sold on the market.

	Indicator 2: Percentage of households accessing financial education programmes related to credit and insurance schemes	14.2%	0	20%	50%	23.2% (24,857 of 273,166 farmer population)	S	The project is on track and target is realistic.

Qualitative assessment of the results achieved

The cross-referencing from beneficiaries' testimonies met in the field and the observations of the Evaluation team give an insight into the perceptions of the stakeholders on the quality of the results obtained from the SCRALA implementation.

Weather and Agricultural Advisories: Farmers interviewed expressed satisfaction with the type of weather advisories (i.e. seven day weather forecast) and methods of dissemination of these weather advisories/forecasts for the 2020/21 and 2021/22 seasons carried out in the districts. In collaboration with ZMD, the MoA staff conducted community meetings, Camp Extension Officers later trained the Camp Agricultural Committees who later disseminated to other farmers. However, due to covid-19 restrictions, ZMD weather forecasts updates were broadcasted on all 18 community radios in the 16 project district areas, officials from ZMD and MoA participated in interactive radio programmes with the community where farmers could ask questions related to the weather updates. Additionally, community radio stations were used to disseminate advisories in major local languages for approximately 6 weeks (2 days per week), for instance. The ET observed that employing other weather advisory dissemination channels in the wake of covid-19, is a clear demonstration of ownership by the responsible party, especially given the fact that there is no phyiscal presence of ZMD staff across the 16 districts.

Conservation Agriculture: The Lead Farmers (LFs) and follower farmers interviewed appreciated the concept of FFS model of training supported by the project as it is perceived hands-on, and farmers can draw their lessons from the field. As much as they appreciate the inputs that they receive from the project, a concern was raised on the meagre quantities. For instance, each agricultural camp received only 7 sprayers and rippers against the many numbers of trained LFs and Follower farmers. Also, the untimely distribution of inputs was another area of concern. In some instances, inputs for the 2021/2022 farming were received as late as January 2022 instead of September/October 2021.

Additionally, what is emerging is that the practice and idea of using LFs seem to work well up to now and project documents show that the process has led to appreciable adoption of technologies.

However, there seem to be a weakness, especially when the LF has to travel to other villages that are distant to train follower farmers with the view of convincing them to adopt a technology. Further, the project's training philosophy of 1LF:15 follower farmers assure that within the project period, the trained LFs shall have reached many households provided the number and momentum of the trained LFs is maintained or increased.

Irrigation schemes: In the area of irrigation schemes all the expected beneficiaries interviewed expressed concern that despite identifying sites, ensuring that letters of consent were obtained from traditional leadership (i.e. Chiefs) and submitted to the districts, no communication has been provided by the Project as regards the delayed implementation of follow-up activities after boreholes were drilled. In some cases, boreholes were drilled in April/May 2021. Compounded with this is the situation were some districts not aware of the status quo on procurement of the remaining works. This calls for concern especially that, given the remaining Project life, it may take sometime before results are seen amongst the beneficiaries even after these schemes become operational. Delays in payment remittance to contractors contributed to the delay in completion within schedule. The delayed payment by MoA to the contractors was attributed to the change of government. The new Administration needed to review all payment requests before disbursement to ensure that all payments were legitimate. The procurement process begun in the 4th quarter of 2021 for among other things the 6 bulking centres, 10 solar powered irrigation schemes etc.

Goat's pass-on: The goat pass-on model has been perceived as a success by most of the beneficiaries interviewed. The first and second beneficiaries, vulnerable with biased towards females, were identified using an open and transparent manner. Each of the expected beneficiaries was allowed to pick numbered papers from a pot containing only 2 numbers (i.e., 1 and 2) They indicated that the results amongst the beneficiaries are easily noticeable within 2 years of implementing the concept as evidenced in the farmers that shared their testimonies. For instance, despite passing-on all the required 5 goats to the next beneficiary, some beneficiaries have been able to pay for FISP, medical fees and school fees among other things after selling part of their flock. It has been considered as win-win for the project. Most farmers interviewed recommended that the project should consider increasing the number of beneficiaries per agricultural camp while maintaining the number of goats per beneficiary to 5 (1 male and 4 female goats).

Bee Keeping: Beekeepers were identified based on among other things their proximities to forest/woodland areas and water sources. A ToT training in bee-keeping and subsequent exchange visit to the Copperbelt Province was undertaken. This was greatly appreciated by the participants. While only farmer representatives participated in these 2 activities, not all farmer beneficiaries of beehives were subsequently trained. Further, poor quality of beehives supplied coupled with untimely distribution of wax led to delayed baiting and colonisation of a significant number of hives. However, the ET notes that beehives were made from soft wood timber offcuts as compliance to environmental guidelines to preserve the indigenous varieties.

Some beneficiaries and districts officials recommended that in future, the PMU should allow districts to procure the beehives locally from capenters within the province. Additionally, more trainings (e.g. honey processing and packaging plus wax making) should be done to the beneficiaries especially those that were not trained. Project to consider supporting the beneficiaries with honey processing equipment so as to add value to the harvested honey.

Savings for change: A ToT for identified animators and MoA staff on savings for change was organised and carried out during the course of 2020 and part of 2021. It attracted more interest from fellow farmers. The savings for change cconcept is basically a share buying exercise and borrowers pay interest for the borrowed money, thus making the fund grow from the interest accruing to the borrowed money. Both the price per share, penalties and the interest rate vary among groups as set in the by-laws. Emerging recommendations:

- More trainings to new groups and members of already established groups. One key emerging issue is that members of these groups should be trained in the selection, planning, and management (SPM) of income generating activities so that loans from fund are invested in profit making enterprises. Thus, making it possible to pay back the loans with the interest which leads to growth of savings for change funds and subsequently to the amount of money members receive at pay out times.
- Facilitate linkages to credit as the amounts being saved are small.
- According to members of these groups, some of the factors attributed to the Successful formation of savings for change groups include:
    - Active involvement of traditional leadership from inception- also a sustainability factor;
    - ownership from group members coupled with higher female representation in the groups as women are perceived to be trust worthy in most of these communities.
- Good collaboration between MoA, MCDSS and WFP which bring in expertise;
- Strong efforts from WFP including continuous capacity building through trainings that redressed shortfalls in the MCDSS savings model.

The ET observed that the WFP savings for change model is a combination of all 3 models (i.e. OSAVE, Silk and MTF) with gaps in each of these mended to come up with the savings for change model. The savings for change model does not just see a savings group as a dead end enures a members' vision and linkage (e.g. to insurance and credit facilities) is well defined.

However, notable challenges included limited business opportunities within the communities. It was observed that most of the money borrowed from the savings groups is not invested in agriculture, which is the main economic activity of the communities. Less investment in agriculture is partly due to the short loan repayment period of in some cases upto three months, a period in which no agricultural enterprise will have matured to produce marketable products except for horticultural crops; Mobility challenges of animators to reach-out to farmers. Nonetheless, Further, the project's forming savings for change groups of 1Animator:5 savings formed assures that within the project period, the trained Animator's shall have reached many households provided the number and momentum of the trained LFs is maintained or increased. The success of the savings for change scheme has been overwhelming as shown by statistics from project documents. There are currently approximately 780 savings groups have since been formed.

Remaining barriers to achieving the project objective

Table 4 summarizes some challenges affecting the SCRALA implementation, their consequences and adopted solutions

Table 7: summary of challenges affecting the SCRALA implementation, their consequences and adopted solutions

Challenge encountered	**Impact on carrying out activities.**	**Adopted solutions**
Bureaucratic processes both technical and Administrative-financial	Delays/bottlenecks in disbursement of funds to the IP and RPs and retirement of advances by MoA	Formulated recommendation and follow up actions taken to improve it (**The PMU** to facilitate the quick resolution of issues surrounding the disbursement of funds to the district)
Outbreak of COVID-19	Delays in procurement, Restrictions to reach out a large group of people in a closed space, Reduced field activities, Reduced Monitoring, and backstopping activities	Putting a greater emphasis on virtual meetings and interactions as well as a rotating staff presence in their respective offices. Development of radio programmes by WFP on PHM that they aired on Zambia National Broadcasting Corporation (ZNBC), targeting all the 16 districts, thereby minimizing human-to-human contact while continuing disseminating PHM messages amidst the COVID-19 pandemic. Limitation of number of participants in trainings Postpone nutrition trainings and other. Use of digital technology when restrictions on gatherings are in place due to Covid.
Depreciation of national currency against US dollar (50% reduction in the value of the Kwacha against the US$)	Declining of RFQ and other procurement offer by suppliers /bidders No attraction of procurement process by bidders Financial losses due to rate exchange	Postpone the procurement process / Restarting the procurement process
Some districts have challenges to report on correct financial statements with FACE FORM matching bank statements	Delays in retirement of advances (i.e., 80% retirement threshold) by MoA coupled with untimely and in some instances non implementation of planned project activities.	Capacity development seminar provided by UNDP for all government officials involved in the implementation of the project to enhance their skills in harmonized approach for cash transfer (HACT), M&E financial reporting, budgeting, and environmental social safeguards

Change of government	Delayed payments by MoA to the contractors	Reviewing all payments by new Administration before disbursement to ensure that all payments were legitimate

To conclude on the analysis of progress towards results, the combination of the main factors that affected SCRALA implementation allows to qualify this criterion as MODERATELY SATISFACTORY

4.6 PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT

4.6.1 Management Arrangements.

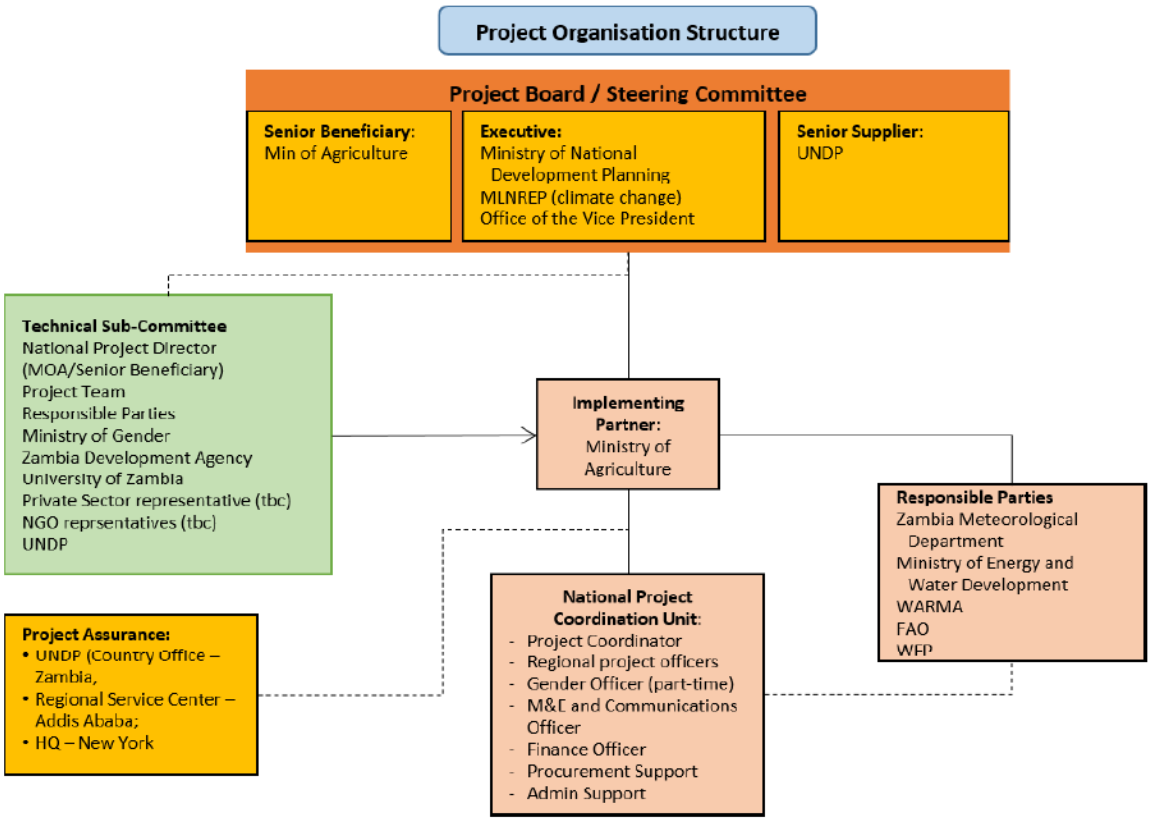
Moderately Satisfactory (MS). The project PSC is very representative of national government agencies (24 agencies) and includes representatives of and UNDP. The PSC meets bi-annually however the advisory wing of the PSC, the technical committee (TC) on climate change meets once a quarter. Since 2019, the PSC held at least 3 meetings, and the TC held 7 meetings which discussed and approved all projects AWPs and APRs and gave guidance on key issues concerning project implementation. In terms of the general management of operations, the Evaluation Team (ET) has identified a number of constraints that affected the overall efficiency and effectiveness of project delivery throughout the Project implementation period. The project has a robust team comprising the Acting Project Manager, 2 UN Volunteer- Livelihoods, 16 Research Assistants (RAs), Project M&E, Project Administrative/Financial Assistant and 2 Project Driver. The Project Engineer has been acting as the Project Manager for over a year now and during the period, the Implementing partner, MoA through the Principal Engineer at HQ and Provincial Engineering teams have been supporting the project on most engineering functions. Though the position of Environmental and Social Safeguards Specialist does not exist in the project structure, and due to the wide expanse of the project areas, the project used an innovative approach of using two RAs residing in Gwembe and Chongwe with specialist training at master's degree level and experience in Environment to perform of Environmental and Social Safeguards role. Though, the above management arrangement measures could have helped the project to achieve results in the period, the position of Project Manager needs to be filled up with a substantive officer. The ET also observed the critical monitoring role played by the RAs in project implementation as such the ET agrees with the PSC decision to extend the position of RAs for the full duration of the project from the earlier 3 years period.

Additionally, the ET observed some challenges with coordination among responsible parties such as WARMA, ZMD, and UNDP. There is a general feeling that UNDP procedures for disbursement of funds to vendors are bureaucratic resulting in delays in implementation, this is further exacerbated by the long approval chain within MoA.

The PMU is supported by the TWG that consists of 10 members of subject matter specialists from the MoA, ZMD, WFP, FD and Ministry of Livestock and Development. However, very few coordination meetings have been held though they individually support different aspects of project implementation. There are three Responsible Parties (RPs) – WFP, WARMA, FAO and ZMD –

responsible for delivery of Output 1, 2, and 3 respectively (see Fig. 5). UNDP plays a role of Accredited Entity for the GCF grant, it directly receives GCF payments and releases them to the MoA upon project reaching 70% cumulative expenditure on disbursed funds. UNDP is guided by the FAA[21] in relation to project management. And UNDP provides oversight role to ensure compliance in the general project cycle management services which are: (i) project preparation oversight; (ii) project implementation oversight and supervision, including financial management; and (iii) project completion and evaluation oversight. The collaboration between the PMU, RPs and UNDP is sufficient, resulting in joint efforts to resolve issues, a case in point was the delayed disbursement of funds due to outstanding audit issues with MoA, UNDP engaged both institutions resulting in unblocking the technical hurdle that prevented release of funds

Figure 2. Project Organisation structure



4.6.2 Work planning.

Moderately Satisfactory (MS). The official project implementation started in August 2018. However, inception workshops were organized only at the beginning of January 2019. Since 2018 the project has experienced regular delays and under-delivery almost on all Activity and Output targets stated in AWPs 2018-2021 (see Progress towards results section). The PMU annually

[21] Funded activity Agreement between UNDP and GCF signed on the 28th of August 2018

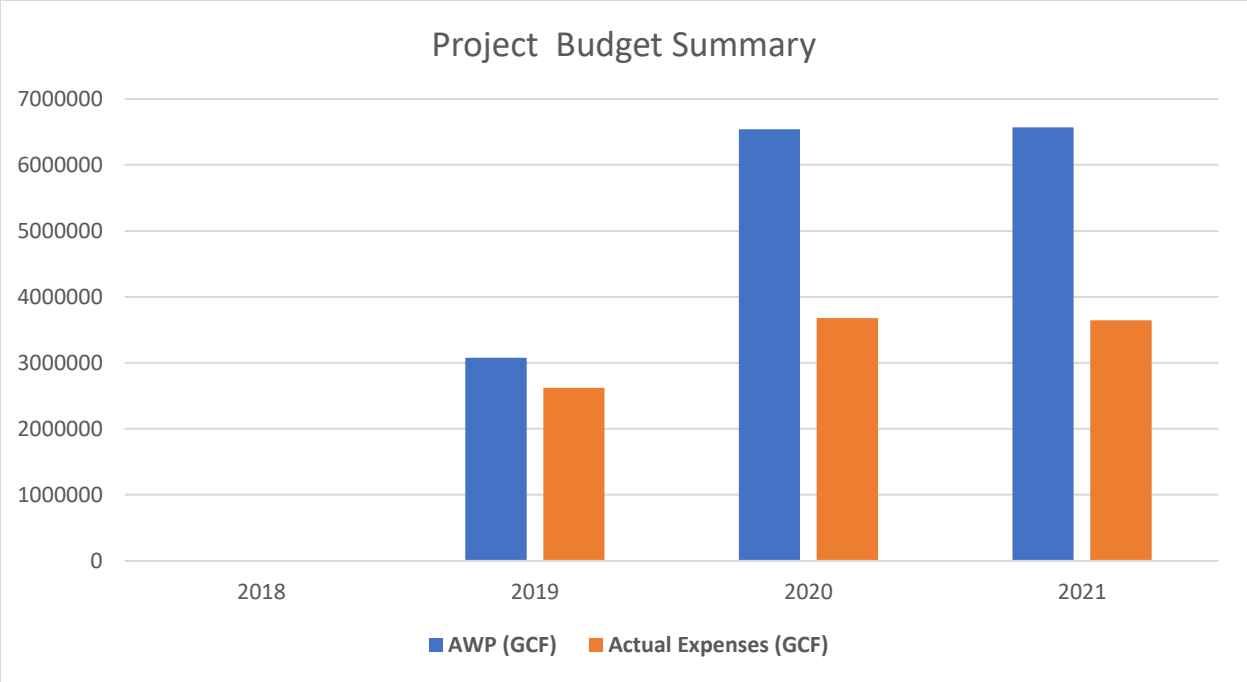
produced Work Plans (AWPs) 2019-2021 that all were approved by PSC. The AWPs are produced using standard UNDP template that provide sufficient details to guide the project implementation. The AWPs are downscaled to the project districts, ensuring all activities are sufficiently planned and coordinated. The M &E plan captures all the different AWPs for easier monitoring against each activity. The PSC approved the AWP for 2020 AWP in December 2019, 2021, AWP in December of 2020 and 2022 AWP in January 2022 and subsequently UNDP approved 2020 AWP in April 2020, 2021, AWP in January of 2021 and 2022 AWP in February of 2022. The project annually loses at least 2 months see Table 9 for details).

4.6.3 Finance and Co-finance.

*Moderately Satisfactory (MS). T*he project detailed AWPs are produced by PMU in December and approved by PSC within the same month or early January, approval at UNDP takes a month. The RPs have distinct budget which can even be traced in the master AWP however, the breakdown of the costs related to activities is lacking. Generally, in 2019-2021 total GCF budget planned in AWPs cumulatively totalled (US$ 16,187,269) accurately reflects GCF's funds disbursement in the project proposal (US$ 16,187,269) for the same period against average expenditure of 65.55%. On average, the disbursements have been received by May of each year. Notable delays in disbursement of funds in between the date the funds are requested by the RPs and the date the funds are received from UNDP is sometimes as much as 30-90 days (2021 and Q2 of 2022). By the Mid-Term, the project was audited twice by independent auditors: in 2020, and 2021. The audit report for 2021 was unmodified opinion on cash position, assets and expenditure report.

Due to currency devaluations, the interest rates were increased from 8.5% in February 2021 to 9% in November 2021, this was meant to reduce pressure on the local currency and stem inflation which had reached 24.6% in July 2021. However, this move in the short term resulted in increased cost for borrowing increased cost of inputs for the farmers and reduced government expenditure on the project in 2020[22].

[22] Co-financing applied for FP072 by MoA "Strengthening climate resilience of agricultural livelihoods in Agro-Ecological Regions I and II in Zambia



4.6.4 Coherence in climate finance delivery with other multilateral entities

As mentioned in section 3, project partners include among others MCDSS, MFL, Local community ratio stations, DMMU, WARMA, ZMD, FAO, WFP, indigenous communities and the private sector. Despite the difficulties in achieving coherence and complementarity with the work of the local actor partners and which in turn be REDD+ implementers, it has been possible to complement actions to implement activities for common purposes. Likewise, it was possible to work with other cooperating partners such as the IFAD and World Bank, GEF and the Bio Carbon Fund, to complement the progress of the expected results. For instance, while IFAD funded E-SLIP supported farmers with foliage seeds for their livestock, the World Bank/GEF/Bio-Carbon Fund funded ZIFLP, a REDD+ project, is promoting sustainable management of natural resources while improving household food security and increasing income in the wake of climate change and variability. Similarly, the Project is integrating other ongoing local initiatives on climate change adaptation and mitigation, and restoration efforts. Project activities include the goat restocking and promotion of savings groups. It also includes through transport (i.e., Motor bikes and bicycles for CLFs) support to the MoA and other partners. This will in turn assist the districts and communities with reliable transport to monitor project interventions.

The government's urgent need to increase the resilience of smallholder farmers in view of climate change and variability through strengthening and promoting viable climate-resilient value chains relating to smallholder agriculture in the target regions. This was first demonstrated by the timely disbursement of Co-finance which enabled the start of project activities before the GCF grant funds were received transfer of funds took place around the end of December 2018: The government provided inputs to 79,000 farmers valued at USD 13,961,871.35 for the 16 target districts.

4.6.5 Project-level Monitoring and Evaluation Systems

Project-level monitoring and evaluation is undertaken in compliance with UNDP requirements as outlined in the UNDP Programme and Operation Policy and Procedure (POPP) and UNDP Evaluation Policy. Additional mandatory GCF-specific M&E requirements is undertaken in accordance with relevant GCF policies. As clearly highlighted in the signed project document, SCRALA project has a mandatory M&E plan and budget to the tune of USD 383,434[23]. This amount is solely from the GCF grant without co-financing, and it represents 15% (383,434/2586185) of total project management budget.

The project output and logical framework indicators as per approved funding proposal are reported on annually in the APRs with updates of the indicator's values. Additionally, the project briefly reports update on the progress on activity annual targets in the quarterly reports and progress towards implementing the project-level gender action plan. The PMU as well as MoA and UNDP organize quarterly monitoring trips to the project sites and meet with local communities and other stakeholders. Furthermore, deep dive meeting to for instance supervise and backstop construction/engineering works are normally undertaken as and when need arises; Bi-annual scheduled joint monitoring visits with responsible parties to project sites were only undertaken in November 2021 and none in 2020 due to covid-19 pandemic; The project also has scheduled annual high-level monitoring visits conducted by for instance heads at FAO, WFP, UNDP, Directors and PS at MoA.
The Field monitoring reports produced by the PMU have a lot of very useful insights for the project implementation and need to be conducted regularly all things being equal. Firstly, M&E are important for assessing project progress towards achieving set targets, which leads to a better understanding as to whether strategic changes need to be made and acted accordingly. Secondly, M&E are relevant to development partners and donors, who need to assess the reliability of partnerships and accountability upon which further collaborations could be established. Finally, M&E information gathered can support project performance assessment leading to adjustments where necessary.

While it is important for a project to regularly hold After-Action Reviews (AAR[24]), the ET observes that the project and RPs used to physically meet quarterly before the covid-19 pandemic in 2019; separate project level quarterly meetings attended by all DACOs, SAOs, SMSs and the PMU were organized.

Although consolidated quarterly project progress reports are disseminated to districts and NDA under the Green Economy and Environment, the ET observed that APRs are not shared with districts and provinces. Essentially, entails that the districts and provinces will have no consolidated progress reports for the fourth quarter of each year. This is mainly attributed to internal controls of the information, specifically with UNDP. However, this demonstrates that there is a serious information gap to adequately align and integrate activities between project outputs. As part of a good practice of an M&E system, it is critical that all progress reports/bulletins

[23] The cost excludes project team staff time and UNDP staff and travel expenses. The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GCF Agency Fee.
[24] The After-Action Review (AAR) is a simple process used by a project that enables the team to learn for themselves what happened, why it happened, what went well, what needs improvement and what lessons can be learned from the experience.

are disseminated to all key project stakeholders including those at district and the provincial levels. On the other hand, it has not been identified that the Lessons Learned or the Good Practices are systematized or outlined and that they are used as feedback tools for the district teams. The ET identified the existence of "WhatsApp" group for official use of the PMU. This, together with other platforms including creation of a Facebook page for example, can be exploited as one of the opportunities towards systemization of good practices and-or lessons learned.

The ET also identified that the project has an established M&E plan that clearly defines indicators to be monitored and evaluated. However, it lacks critical aspects that ensure indicator quality and consistency. For instance, it is lacking in the following areas: It does not precisely define indicators - Vague terms (e.g. "," "improved climate information," "quality," "…timeliness, content and reach out of advisories" "vulnerable") have not been; numerator and denominator for proportions/ratio are not clearly defined; the responsibilities for data collection- position title staff member(s) directly responsible for the data must be identified-; dates of Data Quality Assessments (DQA) and name of reviewer; documentation of changes to the indicator-Documentation must include detailed information on the changes made, the date the change was made, and justification-; reporting structure and different forums where end users of the information generated meet to discuss achievements, challenges as well as plan for the next time period. (Refer to section 3.3. on project design for details).
Finally, with respect to GRM, the project clearly outlines the three levels of GRM to which potentially affected people may file a complaint/raise grievance: GCF independent Redress Mechanism, the UNDP Accountability Mechanism and the project-level GRM. The ET acknowledges that the project team is making a strong effort to operationalize the detailed project level GRM through the establishment of the Environmental and Social Safeguards committees at agricultural camp level. However, it is noted that in certain cases, both staff and project stakeholders are not aware of its existence and the procedures of how its services can be accessed. The most noteworthy example is a lack of complaints register coupled with lack of documented grievance files in some districts with observable grievances- for instance, the case of partial payment of cowpea seed growers in Nyimba district which has dragged since October 2021. If not timely and objectively addressed, this can impact negatively on the livelihoods of the claimants. This deficiency can, however, be resolved through development of a detailed action plan designed to operationalise the GRM based on the identified capacity issues. Further, the project must develop monitoring indicators measuring both participation of stakeholders in GRM and its effectiveness.
The ET identifies that many recommendations are formulated by this project but there is not a mechanism setting up to track its status (achieved. partially achieved, mostly achieved, not achieved). This is the same situation with field visits. The field visit plan was incomplete without other consortium, and not easy to determine the number of field visits planned, how much achieved or not. Field visits are essential for any field-based project. Field visits should be planned well in order to be of maximum use.

4.6.6 Stakeholder engagement

The Project has developed and leveraged the necessary and appropriate partnerships with direct and indirect stakeholders. Extensive stakeholder participation and consultation took place at national, provincial and district levels during the project preparation. A sequence of bilateral

consultations engaged a series of stakeholders including the MoA, Ministry of National Development Planning, ZMD, Interim Climate Change Secretariat, DMMU, WARMA, Integrated Water Resources Management Centre, District Women Association (DWA), Zambia National Farmers' Union, Ministry of Environment, Zambia Agriculture Research Institute, NWK Agri-services (private-sector agribusiness), Commercial Banks, UN agencies (FAO, WFP, IFAD), the World Bank and farmer representatives.
At implementation phase, the stakeholders are involved in among other things public awareness campaigns, trainings, facilitation of linkages etc. For example, Zambia National Broadcasting Corporation (ZNBC) aired Post Harvest Management (PHM) radio programmes across the 16 districts while the SCCI took a leading role in training seed growers and subsequent distribution of initial basic seed. For FFSs interventions, Msekera/Mochipapa Research Stations conducted the Training of Trainers and subsequent setting up of 180 Farmer Field Schools. Further, the Lusaka Securities Exchange (LuSE) and the Zambia Commodity Exchange (ZAMACE) trained MoA staff comprising at national level, District Market and Development Officers, as well as aggregators to service SCRALA operational districts in Warehouse Receipt System (WRS). Additionally, there are local stakeholders such as community radio stations that were involved in dissemination of agriculture and weather advisories to smallholder farmers. All these efforts are suggestive of their support towards the achievement of project objectives.

However, some stakeholders identified in the project document (i.e., WARMA) are currently not taking an active part in project implementation mainly on account of failure of the IP to receive and transfer project funds due to pending liquidations with UNDP. As a result, this partially led to the delayed start of activity implementation under output 1. WARMA signed a Letter of Agreement (LoA), to commence implementation of activities under output 1 of the project in 2021. UNDP through MoA requested to disburse funds directly to WARMA and that required signing of a LoA with UNDP. Despite the process taking long to redress, another LoA was expected to be signed in 2022.

Additionally, the ET found that MLNR was marginally involved in the project at this time although it is the secretariat of the Steering Committee on Climate Change. In the same vein, inadequate involvement of the MFL in some districts has led to high goat mortality rates among beneficiary farmers. This engagement has direct and indirect effects on the project, by showing that not only is there a sense of ownership, but also an active role in project decision-making that supports efficient and effective project implementation. However, anecdotal feedback from some stakeholders indicates a desire to be allocated some financial support and activities to implement, as opposed to simple participation in for example tagging and deworming of goats.
It is clear from the project document, that this project was designed to focus strongly internally on government structures – and certain recommendations for reaching out to other additional stakeholders as stipulated in the project communication and visibility plan of 2021 to 2022. The plan has been designed to offer a platform for interaction of climate change leading stakeholders. It has conceptualized some workshops and seminars at different levels to disseminate project achievements and lessons. This is thoughtful as such a transformative project needs such a wider stakeholder support.

It should be indicated that since project formulation re-organization and renaming of Ministry structures (now MoA) took place, which may have led to stakeholders "reshuffling". The

establishment of the Ministry of Green Economy and Environment; and the Ministry of Small and Medium Enterprises Development, for instance could have led to staff movements.
It is observed that the "Disaster Management and Mitigation Unit (DMMU)" was indicated as a stakeholder at project design – however, no accounts of their involvement could be found during the MTE. This clearly indicates continued poor coordination between the ZMD, WARMA and MoA to produce water and agriculture-related information which can be used to plan for anticipated risks for which DMMU has a coordination mandate.

4.6.7 Reporting

The project was approved by the GCF Board in February 2018 and received a Notice of Effectiveness (NoE) from the GCF in October 2018. Having the NoE in October 2018, the transfer of funds took place around the end of December 2018.
The PMU regularly produces Annual Performance Reports (APRs) using standard GCF template. Overall, the APRs are detailed and informative enough and contain update on the project progress against Activities, Outputs using annual targets, and Output and Outcome Indicators in the PRF. All APRs were submitted to GCF by March 1 without exceptions. The project team has delivered on time the reports to UNDP on time before sharing with the donor. The ET also found that out of the four (4) APRs submitted, only two (2); APR 3 (2020) and APR 4 (2021) were submitted with details and quality as per GCF template. The APR includes reporting of environmental and social risks and related management plans, gender, co-financing and financial commitments, GCF 'conditions precedent' outlined in the FAA, amongst other issues. Adaptive management changes are reported in APRs

In addition to the APRs, with submission from districts, PMU produces quarterly reports and submit them to UNDP. The reports are provided in a table format with brief update on progress against each Activity and quarterly expenditures. Similar reports are prepared and shared will the PSC and TC on climate change.
When analysing the information flows between the different actors of the Project, the ET verified that in many cases the districts and beneficiaries do not receive the annual progress reports of the activities in which they participate. This was mentioned during interviews with several beneficiaries, who expressed that they are only asked for information and up to the date they have not received any written report from the project. It is evident that the dissemination of information is a fundamental aspect, not only to achieve ownership of the project and the integration of the different actors, but also to maintain transparency in the implementation processes.

4.6.8 Social and Environmental Standards (Safeguards)

The project outlines 7 risks to the project implementation as follow as:

- Communities reluctant to adopt climate-resilient agricultural practices
- Occurrence of extreme climate events during the implementation of the project that can negatively impact construction work
- Low adoption of water technologies due to perceived high maintenance costs or labour-intensive approaches
- High staff turnover and limited numbers of government extension staff impedes retention of skills and knowledge in the relevant sectors/institutions

- Potential adverse impacts to habitats and/or ecosystems as a result of changed hydrology through construction of weirs, boreholes and reservoirs
- Project involves extraction, diversion or containment of surface or groundwater. Risks include potential contamination of groundwater as a result of exposing aquifer, over-extraction of water resources, impacts to downstream habitats and users
- Potential to increase health risks associated with waterborne vectors through the construction of open water storages (ponds and dams) and increased irrigation (channels and flooded fields).

The principal areas of risk are associated with social and physical elements areas, and no disease or health risk is considered, but the PMU updated this issue during Covid-19 outbreak

The principal areas of risk are associated with social and physical elements areas, and no disease or health risk is considered, but the PMU updated this issue during Covid-19 outbreak.
For example, social risks including reluctance of communities to adopt climate-resilient agricultural practices is genuine as evidenced in the low adoption rates of smallholder farmers. Nationally, the percent households practicing the various CSA tillage methods: planting basins, zero tillage excluding Chitemene[25] and ripping were reported at 1.32, 1.95 and 2.08 respectively (RALS, 2019). However, the ET observes that the project is mitigating this through promotion of participatory learning approaches including Farmer Field Schools (FFSs) and has established Centers of Excellences (CoE); one in Nyimba another one in Mambwe at Farmers' Training Centers. Further, while the project undertook ToT of MoA staff in weather and climate information and CSA, it is working with local NGOs such as CFU which provides training in CSA. This ensures the sustainability and accessibility of training to all farmers. An important aspect for consideration is that there is a high appetite for insurance by farmers, which can be capitalized on to enhance its uptake with CSA. CSA and insurance bundling opportunities that can be further explored include, insurance and agricultural credit (green subsidies), insurance and agricultural implements, insurance and Agro-met services, insurance and small livestock/ horticulture, area yield insurance and weather-based insurance and insurance and savings groups.
The Evaluation Team also point out that for consideration the financial risk that is critical and should be included especially that a handsome number of goods and services to be procured are affected by the prevailing exchange rates of the Zambian kwacha against major foreign currencies. It's noteworthy to mention that exchange rate variations may impact on these procurements whose budgets include importation of specific items such as equipment and materials required to construct solar powered low-pressure drip irrigation schemes etc. According to the Financial Report, the depreciation of the local currency against the US dollar caused a financial loss of US$67,661.26. Many bidders decline the procurement offer and it was restarted.

The impact risk assessment was undertaken using the UNDP Social and Environmental Screening Procedure to assess the probability (expected, highly likely, moderately likely, not likely) and the impact of the risk (critical, severe, moderate, minor, negligible). The most identified types of risks are Social and environmental despite a Technical and operational. The individual risk ratings are considered low and medium or moderate. This is in accordance with UNDP risk matrix

The project faced several risks from starting to mid-term. Nonetheless, the risks triggered were of low magnitude, site specific, temporal, and easily managed, these include the following:

[25] A system of slash and burn agriculture practiced throughout northern Zambia.

- **Adoption of resilience strategies**: some of the activities implemented triggered risks related to low adoption of climate-resilient agricultural practices due to the perceived labour-intensive perceptions related to adoption of CA technologies
- **Climate related**: The occurrence of flash floods caused some roads to certain districts be inaccessible thus affecting project implementation.
- **Financial:** Some districts under the project had challenges in reporting expenditure timely, the cause of the challenge was inadequate staffing levels of qualified personnel in the respective finance departments in the districts hence, UNDP organized a capacity development seminar for all government officials involved in the implementation of the project to enhance their skills in harmonized approach for cash transfer (HACT), M&E financial reporting, budgeting, and environmental social safeguards.
- **Covid 19:** The outbreak of covid-19 affected the rate of implementation resulting in disruption to logistic and supply chains affecting delivery of timely procurements, reduced field activities, monitoring, and backstopping activities. therefore, to address this challenge, the project introduced dedicated online meeting/missions to provide online backstopping and monitoring, advance scheduling of procurements etc.

4.6.9 Communications

Another strong point to be credited to this project is the communication strategy of this project. A communication and visibility plan were developed including the work plan, targets, budget and partners to inform and educate stakeholders.

Strong partnerships were built with some broadcastings for public awareness campaigns, trainings, facilitation of linkages. For example, a dissemination of information through community radio that proved to be the most effective tool in the fight against climate change through weather dissemination. ZMD weather forecasts updates were broadcasted on all 18 community radios in the 16 project district areas, officials from ZMD and MoA participated in interactive radio programmes with the community where farmers could ask questions related to the weather updates, this resulted in 111,600 farmers (30% women) accessing weather information.

In addition, other way of dissemination of information was developed by ZMD through extension services and workshops, and social media. Due to restrictions on gatherings due to Covid, the districts staff created social media WhatsApp accounts where information from ZMD on weather updates was shared to the extension staff and the camp agriculture committees.

ZMD through its Facebook page disseminated weather bulletin, however this channel wasn't effective because the farmers need smartphones to access the information.

Also, there has been a robust communication and media outreach effort with some articles posted on WhatsApp[26], Facebook[27], YouTube[28],website[29] and others to promote communication of project actions and results.

[26] https://chat.whatsapp.com/LV2YEhjn3BM92mGOZBY8Dg
[27] https://www.facebook.com/zambiameteorologicaldepartment/
[28] https://youtube.com/channel/UCu0BZ5xjVkX5PEuok7tOHlA
[29] SMS portal is currently down.

The evaluation team notes that several events are organized during the year related to the themes developed in the project, but this was not reported in the various reports consulted. For example: ***International Day of Rural Women (October), World Food Day*** (**October**), ***World Water Day (March), World Day to Combat Desertification and Drought (June), etc***.

These events are an opportunity to further strengthen communication and public awareness on the themes developed by the project.

In view of all the above findings, the SCRALA project implementation and adaptive management is rated Moderately Satisfactory.

4.7 SUSTAINABILITY

The Project is clearly aligned with the Government of the Republic of Zambia's (GRZ) key development goals, defined in Zambia's Seventh National Development Plan (7NDP) and Vision 2030 Strategy, which identify the agriculture sector as critical for achieving the objective of becoming a prosperous middle-income country by the year 2030. However, as with every project, are some identified risks as outlined in the project document. Below are the main risks that must be considered by all stakeholders.

4.7.1 Financial risks to sustainability: *Unlikely (U)*

All three project Outputs have different levels of dependency on external financial resources for their sustainability. Given the current situation, Output 2 has some commitment from the government through the co-financing and most of the interventions are already imbedded in the government's agenda. Output 2 may require significant funds to support its sustainability as agricultural livelihood options provided to local communities by the project are not yet self-sustainable in many cases and require external support to maintain them. Innovations such as the goats pass-on scheme under alternative livelihoods has the potential to continue even after the end of the project and it needs a continuous monitoring and emphasis up to the end of the project to sustain the positive effects of this intervention.
Output 3 will certainly require at least some financial resources to maintain processing machines and markets infrastructures. The ET observes that the income realized from livelihoods will assist farmers to acquire farming inputs and invest in other activities. The involvement of the private sector to provide financial and insurance services to farmers is likely to be self-sustained as this provides business opportunities for both the private sector and farmers through Savings groups.

4.7.2 Socio-economic to sustainability: *Moderately Likely (ML)*

The principal areas of risk are associated with social and physical elements. The social risks include reluctance of communities to adopt climate-resilient agricultural practices; low adoption of water technologies due to perceived high maintenance costs or labor-intensive approaches; and high staff turnover. Limited numbers of government extension staff impede retention of skills and knowledge in the relevant sectors/institutions. There are some socio-economic risks for sustainability of Output 2 and 3 that are inter-connected and inter-dependent.
The ET identifies two socio-economic risks that impacted this project and not identified during project design; Covid-19 outbreak and depreciation of local currency against US dollar.

4.7.3 Institutional framework and governance risks to sustainability: *Likely*

The commitment and ownership of the project by the Government, as well as the ability for the Government to continue the activities and sustain interventions after the project ends are the main factors of sustainability. All Responsible Parties (MoA, ZMD, WARMA) have high level of ownership of the project Outputs and are committed to maintain them after the project is over. The strong partnership and institutional integration of interventions guarantees continuity of interventions and commitment to maintenance of installed equipment.

The ownership slightly decreases at local level, and, in some cases, there is a lack of capacity of local communities. To address the capacity gaps, the project is engaging community structures to enhance institutional governance at community level such as working with the Camp Agriculture Committee (CA), Water User Associations, Environmental and Social Safeguards (ESS) committees and Savings groups to generally oversee the interventions at their level. More deliberate capacity building is needed for these institutions for sustained governance.

4.7.4 Environmental risks to sustainability: *Moderately Likely (ML)*

The project areas being in Agro-ecological regions I and II continued to face climatic shocks such as droughts and floods for example, Chongwe and Rufunsa districts in recent years have typically dry spells every two-three year against the average of once in every five years, while other districts like Luangwa, Namwala and Gwembe in the 2021/2022 experienced both droughts and floods in one season. These continued extreme climatic events have the potential to erode the development gains the project is making. It is observed that the "Disaster Management and Mitigation Unit (DMMU)" was indicated as a stakeholder at project design – however, no accounts of their involvement could be found during the MTE. The involvement of DMMU in project interventions will enhance the response to some of the environmental risks identified. Additionally, animal-human conflict was reported in communities close to game reserve areas, for example, goats are attacked by wild animals. This animal-human conflict poses a low level of risk.

4.8 COUNTRY OWERNSHIP

The project remains closely aligned with the government's national policies, six Sustainable Development Goals (SDGs), GCF priorities and strategies related to sustainable development, as well as climate change. These include, Zambia's Revised Sixth National Development Plan, Vision 2030 Strategy, the NAP and NAIP as well as the National Climate Change Response Strategy and national Climate Change Policy. The government's contribution to the total cost portrays an important perspective on project ownership. The integration of project implementation in the national implementation modality also illustrates ownership of the project. As such, the involvement of government officials in the entire project implementation processes has been evident in indicating ownership. Furthermore, placing the project directly into the MoA was seen to be of great benefit and ownership. The national and district level staff within the MoA expressed the importance of both national and local ownership of the project, as well as ensuring effective engagement and participation of local communities.

At PMU level there is an observed good degree of commitment and ownership despite not having a contracted Environmental and Social Safeguards Specialist (ESSS) and the Project Manager. At the time of the MTE, the Project Engineer was carrying out the dual role of Project Manager and Project Engineer. Additionally, the Research Assistant for Chongwe district, hired by UNDP, is carrying out the role of an ESSS. The long absence in the Project Manger position created a gap in the project's hierarchy, which in turn contributed to in adequacy in leadership on strategic issues (result-based M&E and addressing strategic project needs).

Noteworthy to mention is the fact that the overall poor communication between UNDP and IP as well as some RPs mainly due to untimely dissemination of undocumented information. Through the improvement of communication, the different key actors can contribute to a greater appropriation of the project and consequently improve the sustainability of the interventions.
Finally, districts and local communities in the project districts are involved in the project implementation, but their current involvement is much lower than their actual potential for delivery of the project Outputs. Given regular delays in disbursement of the project funds and long (approximately 6-8 months) periods of the project inactivity, involvement of key partners in the project activities is negatively affected.
So, the ownership of the project is high at the level of national government but, decreases as one moves to district and community levels.

4.9 INNOVATIVENESS IN RESULTS AREAS

The SCRALA project is an innovative initiative that is aligned to the National REDD+ strategy that focuses on tackling different drivers of deforestation in both the forestry and other identified key sectors in particular, agriculture, energy, mining and infrastructure. The REDD+ seeks approaches that ensures implementation of programs, projects and activities contribute to sound social and environmental impacts, while striving to enhance benefits for local communities.
Specifically, output 1 can be innovative in the context of Zambia in planning for and management of climate risk, getting new climate-resilient agricultural practices that establish water management systems and retain water available during wet months for use during the dry months for agricultural production.
The project aims to catalyze initiatives in areas prone to climate change and yet have high poverty levels. The project is for instance supporting climate smart agriculture development and sustainable livelihood options designed to improve household income and food and nutrition security. Project support towards generation of timely, relevant and adequate weather, water and agriculture advisories and its dissemination to farmers is critical. Together these are expected to contribute towards ensuring smallholder farmers are adapt and mitigate identified climate risk to support resilient agricultural production.

4.10 UNEXPECTED RESULTS, BOTH POSITIVE AND NEGATIVE

In 2018-2021 the project had a number of "positive" and "negative" unexpected results. Some of the unexpected results are highlighted below.

4.10.1 Positive results

One of the most important milestones in the project was facilitating the establishment of savings for change model in the project areas. This is considered a good practice within the project, given that it has promoted and ensured the empowerment of females through access to income sources within the communities. Whereas it is clear that there are insignificant dropouts in most groups interviewed many of which are women dominated, some members have already seen benefits including paying for the FISP, meeting family medical expenses, paying schools for their children, buying cattle etc. At this point it seems likely that such activities that generate income and interest amongst the community members will continue in a self-driven manner.

Further, amongst other positive effects because of the project intervention, the ET found that the project has done enough to strengthen savings for change and CA extension support structures that enable project and MoA staffs directly interact with communities through trained Animators, Lead Farmers and Follower Farmers. The ET also observes cases of significant increases in agriculture areas brought under CA across the project area, as highlighted in the section under progress towards project results and evidenced through success stories documented by districts.

However, the ET thinks that to maintain or increase the gains achieved in this area so far, it would be very useful if the project considers empowering especially Animators and Lead Farmers with bicycles for them to monitor and reach-out to as many farmers as possible. Lessons can be drawn from the IFAD funded E-SLIP under the MFL. Further, working in collaboration with MFL, at this stage of the project, it will be critical to identify and Community Livestock Facilitators (CFLs) to sustain the gains made on the goat pass-on model especially that most Veterinary camps are unmanned coupled with their vastness. This makes access to veterinary services to be difficult.

4.10.2 Negative results

During the field mission, it was verified by project beneficiaries and key informants that implementation of project activities has not produced unintended results. This is partly on account of the establishment of such structures as the Environmental and Social Safeguards Committees. Further, for works related to construction, the project has been proactive in ensuring that the contractors are compliant to the ESMP. However, due to time constraints, the ET could not verify compliance to ESMP by these contractors. There were reported and unconfirmed cases of some contractors hired to construct bulking centres failing to timely pay workers' salaries. The problem could have been due to the already reported delayed payment by MoA to the contractors resulting from the change of government in August 2021. The new Administration needed to review all payment requests before disbursement to ensure that all payments were legitimate. The lack of salary implies that that one cannot invest in inputs and equipment that would increase productivity, which is key to income and food security of households.

Hence, at the time of the mission no pass-on had taken place coupled with the fact that in some cases, those that were due to pass-on were not willing to pass-on pregnant goats. This situation could create misunderstanding and broke social cohesion.

4.11 REPLICATION AND SCALABILITY

The project has demonstrated a more innovative value chain approach in a way that promotes the scaling and replication of project interventions not only amongst the non-target farming households in the target provinces, but also in non-target provinces throughout the country. It is noted that the project is targeting interventions that reduce climate risk and at the same time enhance market opportunities. The specific climate resilient agricultural practices that are being scaled up under this project are being introduced collectively and not in isolation. Furthermore, the project has introduced supply storage and warehousing, allowing crops to be sold when prices are reasonable given varying climatic conditions, reducing post-production losses caused by climate change as well as access to market tools, insurance and credit for smallholder farmers in the face of change (pricing and demand information), and learning to optimize farmer selling behaviour during the growing season.

The ET observed that the project is addressing the critical needs at both the input and the post-production level. At input level, the project has continued to strengthen the ability of smallholder farmers to plan for and access necessary water resources through formation of 17 Water User Associations (WUAs) coupled with drafting of the respective guidelines despite a lack of legislation, FISP support, distribution of goats on a pass-on/payback mechanism, inputs for alternative livelihoods including bee hives and associated equipment, and agronomic inputs and materials (i.e. sunflower, cowpeas, groundnuts, pigeon peas and sorghum seed, rippers and sprayers) for the for the 160 FFSs sites across the 16 districts, translated the 2019/2020 Rain Seasonal Forecast in to 7 local languages, dissemination of Post-Harvest loss Management (PHM), daily and weekly weather forecasts/information via radio (broadcast on all 18 community radios in the 16 project district areas), SMS alerts & emails; at the same time strengthen market opportunities of climate resilient product or products developed with alternative livelihoods as evidenced in the facilitation of bee-keeping out-grower schemes in Rufunsa district; the engagement of 2 private companies (Agro and Polythene Products Zambia (PPZ)) to develop marketing and sales strategies, as well as ensure the supply of the materials required coupled with the construction of 3 bulking centres; and the aggregation and supply of sorghum to Zambian Breweries in Gwembe district under the WFP/Zambia Breweries out-grower scheme; the launch of the Virtual Farmers Market (VFM) mobile-based marketplace – known locally as Maano – that links smallholder farmers to buyers offering competitive prices for their produce; and operationalization of the electronic Warehouse Receipt System (WRS) through training of MoA staff and Lead Farmers. Trainings are meant to generate WRS awareness among smallholder farmers and enhance their access to diversified commodity markets through this platform.

Across all three outputs of the project, substantial capacity-building has been undertaken, not only of the farmers but also of the Government and extension workers supporting farmers beyond the target areas. For example, the Southern African Climate Outlook Forum (SARCOF-24) resulted in the generation of the regional (SADC) rainy season forecast which was subsequently down-scaled to a to a country forecast. Through SCCI, trained 210 (60% women, 40%men) farmers to undertake community-based seed multiplication of cowpeas, orange fleshed sweet potatoes and groundnuts varieties and supported them with initial basic seed. All these efforts are contributing towards providing an opportunity for scale-up and replication of project interventions.
The project document outlines about the key lesson learned from the previous LDCF-supported project (CCAP) can be addressed in this scaled-up GCF-supported proposal linking farmers to

markets that are interested in new resilient crops, strengthening business skills in the face of uncertainty, identifying opportunities for access to financing that will help invest in adaptive approaches, and improving processing, storage and transportation capacity of resilient products to create a safety net during climate-related shocks.

The TE notes that the lessons generated by the project doesn't guarantee a replicability or are mainly managerial, but not technical. Nevertheless, some of the project successful practices were replicated by local communities without the project support

4.12 GENDER EQUITY

The Overall rating for the Gender Equity is ***Satisfactory (S)*.**
The ET took into consideration the assessment of Gender equality using the following evaluation criteria:

Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?

The Project has a Gender action plan (GAP) which was developed based on gender analysis that was undertaken at the onset of the project. The GAP provides suggested entry points for gender-responsive actions being undertaken under each of the Activity areas of the project. In addition, specific indicators are also included to measure and track progress on these actions at the activity level and have been incorporated into the detailed M&E plan developed at the start of implementation.

The project has been cognisant of the gender biases in the agriculture sector and therefore ensured that all interventions were gender-responsive and addressed climate impacts that tend to disproportionately affect women and girls. Beneficiary targeting was used to ensure that women were incorporated in several project activities and as a result, women accounted for 48% of the beneficiaries of all activities implemented.

Despite the well-articulated project Gender Action Plan no budget is assigned for specific gender mainstreaming activities.

Does the project only rely on sex-disaggregated data per population statistics?

The Project Results Framework (PRF) has 4 gender disaggregated indicators: 2 Fund level impact indicator 1.2: Number of males and females benefiting from the adoption of diversified, climate-resilient livelihood options; Number of food secure households (in areas / periods at risk of climate change); 1 GCF outcome indicator 7.1: Extent to which target beneficiaries (vulnerable households, communities, businesses and public-sector services) adopt climate-resilient technologies (improved tools, instruments, strategies and activities to respond to climate variability and climate change); and 1 Output indicator 2.2: Number of farmers adopting new agricultural practices and alternative livelihoods. The project was found to be providing gender disaggregated data on the output indicators in the Result framework as well as on the activity indicator as per the GAP.

Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?

ET observed that Gender considerations are incorporated in project implementation through the implementation of the GAP. Activities are implemented in a gender sensitive manner, ensuring that the project delivers benefits to women and men and youth. The project ensure that steps are taken to ensure that difficulties that prevent participation of either women or men are dealt with. This includes timing of activities,

Do women as beneficiaries know their rights and/or benefits from project activities/interventions?

According to the focus group discussions with women during the field visit, the ET observed that women are aware of their rights and befits from the project activities. The focus group discussions reviewed that the women are aware that they are disproportionately affected by the impact of climate change, given their role in ensuring household food production, as such, they understand that the project seeks to increase their resilience in view of climate change and variability.

Is the decision-making process transparent and inclusive of both women and men?

During the field visits, the ET observed the evident eagerness from women to participate and express their views on community issues. Both man and women have participated equally in project meetings, interventions and have access to relevant information, to enable them plan for and manage climate risk to support resilient agricultural production.

Whilst there is good representation of women under most of the activities (except for beekeeping), some general challenges were observed that Women are seldom leaders of the groups that they are members of. Even Savings for Change, where most members are women, groups with a few male members sometimes have male leaders.

How does the project incorporate gender in its governance or staffing?

Project management Unit has 10 (50%) females and 10 (50%) males as staff. Thus, the project management has a 50:50 representation.

N.B : From the documents reviewed, there is no identification and documentation about Women's Empowerment best practices and lessons learned

5. RECOMMENDATIONS CONCLUSIONS & LESSONS LEARNED

5.1 CONCLUSION

Project strategy

The project is designed to strengthen the resilience to climate change risks of vulnerable smallholder farmers in the country's Agro-Ecological Regions I and II. During the project development at least 277 stakeholders were consulted at national and local levels. The PRF Indicators are not completely SMART. Some outputs and activities are not well formulated according to handbook on planning, monitoring and evaluation

The project outlines 7 risks to the project implementation, and the principal areas of risk are associated with social and physical elements areas, and no disease or health risk is considered, but the PMU updated this issue during Covid-16 outbreak.

The most project risks described in the proposal document are considered low, despite having

some of the risks rated as medium.
There are assumptions that lead output to outcome, and outcome to impact. Output 1 and output 2 are interconnected and have the same assumption that leads to outcome.

Gender equality and empowering women indicate that women in the context of this proposal are more vulnerable than their male counterparts, but there is no identification and documentation for women empowerment's best practices and lessons learned for this project.

Relevance

The project remains closely aligned with the government's national policies and strategies related to sustainable development, as well as climate change. These include, Zambia's Revised Sixth National Development Plan, Vision 2030 Strategy, the NAP and NAIP as well as the National Climate Change Response Strategy and national Climate Change Policy. Several respondents indicated that the project interventions meet stakeholders needs.

The project is coherent with the cooperation programmes of the GRZ development partners in terms of support for climate change and agriculture livelihoods.

There is coherence of SCRALA actions with the strategic objectives of Strategic Plan for the Green Climate Fund (2020-2023), and SCRALA actions contribute to the achievement of 5 SDGs (SDG 1,2,5,8 and 13).

Effectiveness & Efficiency

On 31st March 2022, the rate of activities implementation was around 66.33 % and budget execution was 48.43%. The project implementation effectiveness is not sufficient yet. Output 1 is likely to be achieved by 84.54 %. The project Output delivery is only 48.42% of what is planned by Mid-Term.
From the Administrative aspect, the project mid-term was supposed to end in April 2022, but due to the difficulties mentioned above as outbreak of covid-19 and other, the project delivery didn't meet this timeline.

Progress Towards Results: In general, the Project has shown important progress towards obtaining results in all components despite the outbreak of Covid-19. On March 31st,2022, the rate of activities implementation was around 54% in midterm of project implementation. In addition, the depreciation of local currency against US dollar impacted the results achievements. Most of suppliers declining procurement process during this period and activities were delayed due this situation

Project Implementation and Adaptive Management

There was a rapid deployment of Project team that performed various responsibilities for activities implementation and, they made timely decisions to improve services provided by project. The reports were submitted in timely manner (APRs submitted in March). There is not a clear mechanism to track the field visits for all consortium partners, recommendations formulated by field visits, workshops, meetings.

The communication is another strong point to be credited to this project is the communication strategy of this project, and there is no support to the event organized during the year related to the themes developed in the project (***International Day of Rural Women, World Food Day***, ***World Water Day, World Day to Combat Desertification and Drought).***

Sustainability

Financial risks to sustainability: Unlikely *(U): only* Output 1 does not require a lot of funds to maintain infrastructures and equipment. Beneficiaries were trained in how to use, implement and maintain the new technologies and practices on their own (Irrigation infrastructures, Weather stationed.

Socio-economic to sustainability: Moderately Likely (ML): the principal areas of risk are associated with social and physical elements. The social risks include reluctance of communities to adopt climate-resilient agricultural practices; low adoption of water technologies due to perceived high maintenance costs or labour-intensive approaches; and high staff turnover.

Institutional framework and governance risks to sustainability: Likely
The commitment and ownership of the project by the Government, as well as the ability for the Government to continue the activities and sustain O&M after the project ends are the main factors of sustainability. The ownership decreases at local level

Environmental risks to sustainability: *Moderately Likely (ML):* Extreme climate events (like floods and droughts as well as associated bush fires) might have severe direct and indirect impact on sustainability of the project Outputs. In some sites, wild animals killed goats.

Country Ownership

Co-financing demonstrates the commitment and ownership of the project by the Government, as well as the ability for the Government to continue the activities and sustain O&M after the project ends.

Ownership of the project is high at the level of national government but decreases as one moves from district and community levels.

Innovativeness in results areas

Output 1 can be innovative in the context of Zambia in planning for and management of climate risk, getting new climate-resilient agricultural practices that establish water management systems and retain water available during wet months for use during the dry months for agricultural production.

Unexpected results, both positive and negative: There are positive and negative unexpected results. Some negative results have never been reported by the PMU and were discovered by the IE team during the field visit. At the time of the mission no pass-on had taken place coupled with the fact that in some cases, those that were due to pass-on were not willing to pass-on pregnant goats.

Replication and Scalability

Lessons learned from the previous project as LDCF-supported project CCAP) are not a guarantee or key factor for replication or are mainly managerial, but not technical. Nevertheless, some of the project successful practices were replicated by local communities without the project support.

Gender equity

Project developed a Gender Action Plan, and Project Results Framework (PRF) has 4 gender disaggregated indicators. The project didn't support any event relating to gender equality (International women's days, World Day for Rural Women). From the documents reviewed, there is no identification and documentation about Women's Empowerment best practices and lessons learned

RECOMMENDATIONS

S/N	Key issues	Recommendations	Timeframe	Responsible Units
1.	The untimely disbursement of funds to the RPs, and delayed procurement	The ET recommends streamlining the processes and procedures in approval of disbursements to RPs by UNDP, prioritizing project procurements by attaching dedicated staff to handle project procurements Therefore, the project needs to come up with an acceleration plan that would lead to fast tracked	Immediately (July 2022)	MoA & UNDP
2.	Field visits are essential for any field-based project and hence the MoA and PMU need to enhance their footprint in the field. The project area is quite vast hence periodic monitoring should be a priority. While the PMU had all the M&E plans, travel plans etc, it was clear that despite the COVI 19 pandemic only less than 50% of those missions were actually undertaken	Enhanced tracking of the M&E and travel plans to ensure adherence to the plans, it is recommended that these missions should involve all the RPs and where possible done jointly.	Immediately (July 2022)	UNDP

S/N	Key issues	Recommendations	Timeframe	Responsible Units
3.	The project though it's delayed in implementation has recorded a number of successes[30] in Alternative livelihoods and women savings groups. There are good stories however the visibility is low despite the project having a project visibility and communication plan.	Enhanced communication of results is, the UNDP communications unit and the MoA communication unit should follow come up with a joint strategy to enhance communication of the project results that have been achieved.	Between now and December 2025	MoA & UNDP
4.	The ET was informed that the position of Project Manager was vacant since July 2020, and the Project Engineer fulfilled it resulting in impressive outturns under his reign.	The ET team therefore recommends that he is either confirmed or some substantive officer occupies the role to ensure security of tenure	Immediately	MoA & UNDP
5.	A key shortcoming for this project related to gender equality is about the non-documentation of the best practices and lessons learned for women	The ET recommends identifying documenting Women's Empowerment best practices and lessons learned in SCRALA's project and disseminate these among partners and other stakeholders	Between now and December 2025	PMU
6.	Related to item 5 above is the non-dissemination of progress reports (i.e. M&E reports) to all key project stakeholders including those at district and the provincial levels.	The ET recommends a methodical approach to dissemination of lessons learnt is adopted, outlined and used as feedback tool for district and provincial stakeholders. This	Between now and December 2025	PMU PMU

[30] Back to office report for high level monitoring mission in Kazungula and Sioma district.

S/N	Key issues	Recommendations	Timeframe	Responsible Units
		should be clearly detailed in the Project M&E Plan		
7.	Despite having an established Project M&E plan, it lacks critical aspects that ensure indicator quality and consistency. E.g., it is lacking in the following areas: It does not precisely define indicators - Vague terms (e.g., "improved climate information," "quality," "…timeliness, content and reach out of advisories" "vulnerable") have not been; numerator and denominator for proportions/ratio are not clearly defined.	Revise the Project M&E plan to include Indicator reference Sheet that clearly defines indicators to be monitored and evaluated	Immediately (Between July & September 2022)	PMU
8.	Non-fully functional GRM system resulting in for instance some of the GRM related issues to go unnoticed; not adequately captured and reported with regular updates by the project team	Conduct a Needs Assessment of the current GRM System and develop a detailed action plan and budget to fully operationalise the system	Immediately (July 2022)	PMU & MoA
9	Budget of co-financing is not broken down and it is no easy to track it	Provide a budget breakdown to facilitate to track it	Immediately (July 2022)	PMU & MoA
10	Project didn't support the farmer with honey process equipment	Provide farmer with honey process equipment to add value to the harvested honey	December 2022	PMU & MoA

LESSONS LEARNED

- All beneficiaries must be informed by different means about the criteria that are being used to identify direct beneficiaries, for which they must have a communication and information dissemination strategy. This process strengthens social cohesion and reduces all suspicious of discrimination. It is the same situation with beneficiaries that starting with the passed-on model.

- Referring a lesson learnt as key element for replicability doesn't not exclude those projects that can be replicated without this latter
- Using passed-on model to distribute 5 goats to farmers does not guarantee that the follower farmers will get those goats at the time required. At the time of the mission no pass-on had taken place coupled with the fact that in some cases, those that were due to pass-on were not willing to pass-on pregnant goat. This process should be supported by an awareness of beneficiaries and agreement among the group with the mediation of local leader or local authority.

Best goat management practices improved lives of smallholders because they have stopped depending entirely on crops for survival. If the distribution of local goat was coupled with the Boer scapegoat, such as it is done already in other countries with United Nations, farmers will increase their income and improve further their lives.

6. ANNEXES

i. MTR ToR

STRENGTHENING CLIMATE RESILIENCE OF AGRICULTURAL LIVELIHOODS IN AGRO-ECOLOGICAL REGIONS I AND II IN ZAMBIA

TERMS OF REFERENCE (TOR)
For the procurement of International Consultant to conduct the Interim Evaluation

Project Title:	**STRENGTHENING CLIMATE RESILIENCE OF AGRICULTURAL LIVELIHOODS IN AGRO-ECOLOGICAL REGIONS I AND II IN ZAMBIA**
Scope of Advertisement:	International
Type of Contract:	Individual Consultant
Post Type:	International Consultant
Duty Station:	Home-based
Languages:	English
Duration of Contract:	45 working days spread over 11.5 weeks
Start Date	Immediately after concluding the Individual Contract Agreement

INTRODUCTION

This is the Terms of Reference (ToR) for the Interim Evaluation (IE) of the United Nations Development Programme (UNDP) - supported Green Climate Fund (GCF) financed project titled *Strengthening Climate Resilience of Agricultural Livelihoods in Agro-Ecological Regions I and II in Zambia* (SCRALA) (PIMS 5858). The budget of the project is US $ 137 million and is implemented by the Ministry of Agriculture with following responsible parties: Zambia Meteorological Department (ZMD), Water Resource Management Authority (WARMA), Food Agriculture Organization (FAO) and World Food Programme (WFP). The project's duration is 7 years from September 2018 to September 2025. The project is implemented based on UNDP's National Implementation Modality (NIM). The project site covers 16 districts of Zambia namely: Chama, Mafinga, Mambwe, Nyimba, Luangwa, Rufunsa, Chongwe, Chirundu, Siavonga, Gwembe, Namwala, Kazungula, Sioma, Sesheke, Senanga and Mulobezi. The project is currently in its third year of implementation. The ToR sets out the expectations for this Interim Evaluation (IE).

PROJECT BACKGROUND AND INFORMATION

The Strengthening Climate Resilience for Agriculture Livelihoods in Agro-Ecological Regions I and II (SCRALA) project supports the Government of Zambia's long-term vision of becoming a prosperous middle-income country by 2030 as encapsulated in the Vision 2030 and Zambia's Seventh National Development Plan (7NDP). It aims to increase the resilience of smallholder farmers in view of climate change and variability.

ii. Evaluation Matrix

Evaluative Questions	Indicators	Data sources	Data collection methods
Relevance: Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route in reaching the desired			
Do the project activities address the gaps in the policy, regulatory and capacity framework at the national level? To what extent is the project suited to local and national development priorities and policies?	Project alignment	National Adaptation Programme of Action on Climate Change (NAPA, 2007); National Climate Change Response Strategy (2010); National Strategy for Reducing Emissions from Deforestation and Forest Degradation (REDD, 2015); Country programme document for Zambia (2016-2021); Project Document; National Development Plan (2017-2021); UNDP Strategic Plan, 2018-2021 Updated Project document	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector Interviews with Implementing Partners (IPs)
How relevant the project's intended outcomes? How relevant is the involvement of different partners in the Project implementation given the institutional and policy framework for environment and food security sectors in Zambia?	Appreciation of relevance	Country programme document for Zambia (2016-2021); Project Document; National Development Plan (2017-2021); UNDP Strategic Plan, 2018-2021; National Agricultural Policy (NAP, 2012-2030).	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector; Interviews with IPs, Interviews

			with consortium partners (UNDP, FAO, WFP, ZMD, WARMA, MOA)
Were the project's objectives and components relevant, according to the social, environmental and political context?	Appreciation of relevance	Project document, National Agricultural Policy (NAP, 2012-2030); National Development Plan (2017-2021); Poverty reduction strategy, Climate change related policies, and plans,	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector; Interviews with IPs
Are counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?	Appreciation of project design	Country programme document for Zambia (2016-2021); Project Document; National Development Plan (2017-2021); UNDP Strategic Plan, 2018-2021 United Nations Framework Convention on Climate Change (UNFCCC); Nations Framework Convention on Climate Change GCF operational documents	Desk reviews Interviews with government counterparts
Were lessons from other relevant projects properly incorporated into the project design?	Appreciation of project design	Project document, Information on lessons learnt from similar projects implemented by FAO, WFP, UNDP, MOA could be of great help/reference??	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector; Interviews with IPs

Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?	Project alignment	Country programme document for Zambia (2016-2021); Project Document; National Development Plan (2017-2021); National policies and plans related to agriculture, food security, climate change adaptation, gender, poverty reduction, natural resources management	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector Interviews with funding agencies and other UNCT;
Has the project responded to the expectations of smallholder farmers? If yes, why do you say so? If no, why do you say so?	Project alignment	Country programme document for Zambia (2016-2021); Project Document; National Development Plan (2017-2021); UNDP Strategic Plan, 2018-2021; National Agricultural Policy (NAP, 2012-2030).	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector; Interviews with IPs, Interviews with consortium partners (UNDP, FAO, WFP, ZMD, WARMA, MOA)
Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? Are the planned project objectives and outcomes relevant and realistic to the situation on the ground?	Appreciation of project's objectives and outcomes	Project document,	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector Interviews with funding agencies and other UNCT;

			Field visits to selected Sites, Focus group discussion with farmers groups, cooperatives, women groups
Coherence : The compatibility of the project with other multilateral entities			
Is there coherence and complementarity by the project with other actors for local other climate change interventions?	Project coherence	Country programme document for Zambia (2016-2021); Project Document; National Development Plan (2017-2021); UNDP Strategic Plan, 2018-2021	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector; Interviews with UNDP Staff and other funding agencies; Interviews with IPs
Is there coherence and complementarity by the project with other actors for local other climate change interventions?	Project coherence	Project document; Consortium Partners, IPs, Government counterparts	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector; Interviews with UNDP Staff and other funding agencies; Interviews with IPs

How has the project contributed to achieving stronger and more coherent integration of shift to low emission sustainable development pathways and/or increased climate resilient sustainable development (GCF RMF/PMF Paradigm Shift objectives)?	Project coherence	National Strategy for Reducing Emissions from Deforestation and Forest Degradation (REDD, 2015); United Nations Framework Convention on Climate Change (UNFCCC) ; Nationally Appropriate Mitigation Action (NAMA); Nations Framework Convention on Climate Change	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector; Interviews with UNDP Staff and other funding agencies; Interviews with IPs
Are the stated assumptions and risks logical and robust? And did they help to determine activities and planned outputs? Is the project coherent with UNDP programming strategy for Zambia? To what extent is the project in line with GCF operational programs	Project coherence	Country programme document for Zambia (2016-2021); Project Document; National Development Plan (2017-2021); UNDP Strategic Plan, 2018-2021 United Nations Framework Convention on Climate Change (UNFCCC); Nations Framework Convention on Climate Change, GCF operational documents	Desk reviews Interviews with government counterparts Interview with civil societies in the concerned sector; Interviews with UNDP staff; Interviews with IPs
Effectiveness: Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far? It also talks about the expected to achieve in future besides what has been already achieved. Therefore, need to add questions to cover the both aspects of effectiveness??			
What expected outputs have been achieved thus far? To what extent have the expected outcomes and objectives of the project been achieved thus far? What have the products, such as studies, policy recommendations,	Degree of achievement vis a vis expected outcome indicators	Field reports, Annual work Plan, M&E Plan, APR, IPs, UNDP, FAO, WFP	Desk review, Site visits, Focus Group Interviews

dissemination campaigns, etc., affected [keeping in mind that this is a midterm review and several if not many products are still in the implementation or planning process]			
How well has the project involved and empowered communities to implement management strategies as they relate to environment and climate change in the project districts? How has the project incorporated gender issues as the relate to environment and climate change in the project districts?	Involvement of (direct and indirect) beneficiaries in project development and implementation Incorporation of gender dimension	Field reports, Project document, APR, UNDP, FAO, WFP, SCRALA Gender Action Plan, FAA	Desk review, Focus Group, Interviews
What is causing delays in implementation and delivery of outputs of the Project?	Discrepancies between expected outputs/outcome by the time of Interim and actual achievements	Field reports, Project document, APR	Desk review, Focus Group, Interviews
In what outputs? Where are the implementation 'bottlenecks? How can these issues be solved? What changes need to be implemented?	Appreciation of implementation bottlenecks	APR, Field reports, Project document, IPs, UNDP, FAO, WFP	Desk review, Site visits, Focus Group, Interviews
In what ways are long-term emerging effects to the project foreseen?	Level of coherence between project expected results and project design internal logic	APR, Field reports, Project document, IPs, UNDP, FAO, WFP	Desk review, Site visits, Focus Group, Interviews
Were the relevant representatives from government and civil society involved in project implementation,	Degree of coherence between project design and project implementation approach	APR, Field reports, Project document, IPs, UNDP, FAO, WFP	Desk review, Site visits, Focus Group, Interviews

including as part of the project			
What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?	Degree of achievement (outputs and outcome)	Field reports, Annual work Plan, M&E Plan, IPs, UNDP, FAO, WFP, FAA, APR	Desk review, Site visits, Focus Group Interviews
How realistic are the risks and assumptions of the project? How did the project deal with issues and risks in implementation?	Appreciation of risks and assumptions	Project reports, Field reports, Annual work Plan, IPs, UNDP, FAO, WFP, FAA, APR	Desk review, Site visits, Focus Group Interviews
To what extent did the project's M&E data and mechanism(s) contribute to achieving project results?	of M&E mechanism	Field reports, Annual work Plan, M&E Plan, IPs, UNDP, FAO, WFP, APR	Desk review, Interviews
To what extent did the design of the project help or hinder achieving its own goals? What, if any, alternative strategies would have been more effective in achieving the project objectives?	Degree Appreciation of goal achievement	Field reports, Annual work Plan, M&E Plan, IPs, UNDP, FAO, WFP, APR	Desk review, Site visits, Focus Group Interviews
Do local and national government stakeholders support the objectives of the project? To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? Is a grievance mechanism in place? If so, assess its effectiveness	Level of stakeholder involvement Appreciation of grievance mechanism	Field reports, Annual work Plan, IPs, UNDP, FAO, WFP, APR	Desk review, Site visits, Focus Group Interviews
How is the project Theory of Change (ToC)	Appreciation of ToC	Project document, Project Reports	Desk review, Site visits, Focus Group

used in helping the project achieve results/ How is the ToC applied through the project?			Interviews
Efficiency: Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and could adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Was the project implemented efficiently, in line with international and national norms and standards?	Policies adopted / enacted Policies implemented Budgetary / financial means to implement policies drawn	Policy documents contain sustainability factors (policy adopted, implemented) Budget arrangements (Allocations, etc.) made to sustain project outputs and outcomes	Desk review, Interviews
Was adaptive management used thus far and if so, how did these modifications to the project contribute to obtaining the objectives? Has the project been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?	Appreciation of objective achievement Appreciation of M&E mechanisms	Project reports, Annual work Plan, M&E Plan, IPs, Team project	Desk review, Interviews
How did institutional arrangements influence the project's achievement of results?	Appreciation of institutional arrangements	Project reports, Annual work Plan, M&E Plan, IPs, UNDP, FAO, WFP	Desk review, Interviews
Are the planned inputs and strategies identified realistic, appropriate and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?	Appreciation of result achievement	Report of budget expenditures, IPs, Team project	Desk review, Interviews
Are the outputs being achieved in a timely	Appreciation of time delivery	APR, Annual work Plan IPs, Team project	Desk review, Interviews

manner? Is this achievement supportive of the ToC and pathways identified?			
Are the project's governance mechanisms functioning efficiently?	Appreciation of governance mechanisms	APR, Annual work Plan IPs, UNDP, FAO, WFP,	Desk review, Interviews, reviewing pillars of governance
Were there clear baselines indicators and/or benchmark for performance measurements? How were these used in project management? To what extent and how the project applies adaptive management?	Appreciation of adaptive management	Project reports, Annual work Plan, IPs, Team project	Desk review, Interviews
Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner?	Appreciation of decision-making	Field reports, Annual work Plan, IPs, APR, Team project	Desk review, Interviews with IPs, Consortium Partners, Government countparts
Have project resources been utilized in the most economical, effective and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)?	Cost-benefit ratio	Reports of budget expenditures, IPs, APR, Team project, Project Reports	Desk review, Interviews with IPs, Consortium Partners, Government countparts
Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?	Appreciation of budget expenditure	Reports of budget expenditures, IPs, Team project	Desk review, Interviews

Do they provide the necessary information? Do they involve key partners? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? (Monitoring tools)	Appreciation of monitoring tools	Project document, Project Reports, Team project	Desk review, Interviews
Is project reporting and information generated by the project linked to national SDGs, NDC and other national reporting systems?	Appreciation of project reporting	Project document, Project Reports, Team project	Desk review, Interviews
Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?	Appreciation of the project monitoring and evaluation budget.	Project document, Project Reports, Team project, Annual Work, M&E Plan	Desk review, Interviews
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long term project results?			
Does the Project have an exit strategy? What components should an exit strategy have for this project? In what way, may the benefits from the project are likely to be maintained or increased in the future?	Sustainability possibilities	Project documents and reports, Team project	Desk review, Interviews
Is there sufficient public/stakeholder awareness in support of the project' s long-term objectives?	Social sustainability factors	MOA, WARMA, ZMD, WFP, FAO, Project team, UNDP	Desk review, Interviews

Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	Political/financial sustainability	MOA, WARMA, ZMD, WFP, FAO, Project team, UNDP	Desk review, Interviews
Which of the project's aspects deserve to be replicated in future initiatives?	Replicability	MOA, WARMA, ZMD, WFP, FAO, Project team, UNDP	Desk review, Interviews
Assess the effectiveness of exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints? Is there a need for recalibration?	Appreciation of exit strategies	Project document, IPs, Project Reports, Team project,	Desk review, Interviews
Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partner, province and federal govt and other stakeholders?	Stakeholder ownership	Project document, IPs, Project Reports, Team project,	Desk review, Interviews
What are the key factors that will require attention to improve prospects of sustainability, scalability, or replication of project outcomes/outputs/results?	Sustainability factors	Project document, IPs, Project Reports, Team project,	Desk review, Interviews
Impact: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects			
To what extent is the project able to demonstrate changes against the baseline (assessment in approved Funding Proposal) for the GCF investment criteria (including contributing factors and constraints)?	Project changes vis-a-vis Baseline	Project reports, Field reports, Annual work Plan, M&E Plan, IPs, UNDP, FAO, WFP, FAA, APR	Desk review, Site visits, Focus Group Interviews

Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions? What factors have contributed to the unintended outcomes, outputs, activities, results Do any of the unintended results constitute a major change	Project effects	Project reports, Field reports, Annual work Plan, M&E Plan, IPs, UNDP, FAO, WFP, FAA, MOA, APR	Desk review, Site visits, Focus Group Interviews
QUESTIONS RELATING TO THE GENDER EQUITY			
Does the project only rely on sex-disaggregated data per population statistics?	Sex-disaggregated data	SCRALA Gender Action Plan, M&E Plan, Project document, IPs, Project Reports, Team Project, Team Project	Desk review, Interviews
Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?	Appreciation of women benefit	SCRALA Gender Action Plan, Project document, Project Reports, Report of budget expenditures, IPs, Team Project	Desk review, Interviews
Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?	Gender dynamics	SCRALA Gender Action Plan, Project document, Project Reports, Report of budget expenditures, IPs, Team Project	Desk review, Interviews
Do women as beneficiaries know their rights and/or benefits from project activities/interventions?	Appreciation of women rights and benefits from project activities/intervention	SCRALA Gender Action Plan, Project document, Project Reports, IPs, Team Project	Desk review, Interviews
How do the results for women compare to those for men?	Degree of comparison	SCRALA Gender Action Plan, Project document, Project Reports, IPs, Team Project	Desk review, Interviews
Is the decision-making process transparent and inclusive of both women and men?	Appreciation of decision-making process	SCRALA Gender Action Plan, Project document, Project	Desk review, Interviews

		Reports, IPs, Team Project	
To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results?	Degree of satisfaction	SCRALA Gender Action Plan, Project document, Project Reports, IPs, Team Project	Desk review, Interviews
Did the project sufficiently address cross cutting issues including gender?	Appreciation of cross cutting issues including gender	SCRALA Gender Action Plan, Project document, Project Reports, IPs, Team Project	Desk review, Interviews, interaction with women groups, case studies, stories of change,
How does the project incorporate gender in its governance or staffing?	Integration of gender in project governance	SCRALA Gender Action Plan, Project document, Project Reports, IPs, Team Project	Desk review, Interviews, Field visits

iii. Interview guide used for data collection

a. Checklist for Responsible Partners' (FAO, WFP, ZMD WARMA and others) Consultations

(Key Informant Interview guide-KII- National, Provincial and District levels)
Interim Evaluation - Strengthening Climate Resilience of Agricultural Livelihoods in Agro-Ecological Regions I and II in Zambia

April 2022

Date of KII: _____
Name of Respondent: _____
Name of Institution: _____
Position of Respondent: _____
Phone number of Respondent: _____

I. Relevance: Project Strategy

- Role in the Project (& which activities involved in)
- General impression on the project and how it is being executed.

- Is the project on target to achieve its objective through completion of components and activities? Please give specific information on successes or problems
- How did the project identify the stakeholders? Do you believe this was effective?
- How has the project encouraged wide stakeholder involvement? Has this been effective?
- How could it be further improved?
- In your view, does the project objective meet the needs of the smallholders? If yes, why do you say so? If not, what could have been done differently?
- In your opinion, does the SCRALA project respond to significant changes happening in the local/district/province/country context? If yes, why do you say so? If no, why do you say so?
- Are smallholder famers being involved in the planning process and subsequent identification/selection of the activities/agricultural inputs? If yes, why do you say so? If not, what is lacking and how can it be improved in the remaining project life-time?

II. Effectiveness: Progress Towards Results

- What are the main achievements of the project?
- Was the project linked to government activities or activities of other partners? How well were they coordinated?
- Were there main factors that impeded or facilitated achievement of project results? If yes, list the factors. What actions had been taken by Steering Committee//Team Project to improve the project results?

III. Efficiency: Project Implementation and Adaptive Management

- Are UNDP procedures and processes easy to understand? If yes, why do you say so? If no, why do you say so? (Provide examples)?
- How is the collaboration between UNDP and IPs? Provide an explanation for your response
- Were spot-checks/finance controls carried out in timely manner? If yes, how? If not, what was lacking?
- Is the current operational structure (at the national, provincial and district level) fit to continue supporting the implementation of SCRALA in your district/Ministry? Provide an explanation to your response.

IV. Sustainability[31]

[31] What are the social and political environment/ acceptance of the project? Will the project contribute to lasting benefits? Which institutions could ensure continuity of project activities in the project area? Is there evidence of organisations/partners/communities that have copied, up-scaled or replicated project activities beyond the immediate project area?

- What was learned from the UNDP assisted projects e.g. previous LDCF-supported project (CCAP)?? Have any knowledge and lessons been used to support the implementation of SCRALA? Provide an explanation to your response.
- In your opinion, would you say there is a high degree of national/local ownership of SCRALA project? Why or why not? Provide an explanation to your response. How could national/local ownership be improved?
- In your view, will the work (i.e. project outcomes/project benefits/project successes) by SCRALA be sustained and up-scaled beyond the timescale of SCLARA support? If yes, what indications are there that the government, civil society entities or other partners will continue to support, or even upscale, this or similar initiatives? (i.e., describe the factors that are in place to ensure this transformation?) If no, what is lacking; what more can be done by SCRALA in its remaining time to ensure sustainability and economy wide up-scaling of the project's results? (i.e., In your opinion, what are the key factors that will require attention to improve prospects of sustainability, scalability, or replication of project outcomes/outputs/results?
- In your opinion, what are some of the key project lessons learned failures/lost opportunities to date?
- What in your view could have been done better to effectively implement the SCRALA project (e.g. coordination and communication, planning and reporting, funding, delivery and/or timing of interventions etc.)?
- What in your view are the key needs / recommendations going forward to ensure SCRALA achieve its outcomes in the time remaining and places?
- What mistakes should be avoided if the initiative were to be replicated?

V. Impact[32]

- What are unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions? In your view, what factors supported this change? How can this evidence be linked/ attributed to the SCRALA project? In your view, what factors have contributed to the unintended outcomes, outputs, activities, results? If results are positive[33], please provide concrete examples and make specific suggestions on how these results can be enhanced going forward.

VI. Gender

- In your opinion, has the SCRALA project contributed positively to gender equity? If yes, why do you say so? If no, why do you say so? (Provide examples)?
- Were there clear gender strategies provided and/or technical advice on gender mainstreaming issues?
- In your view, how could gender equity be improved by the SCRALA project in the remainder of the project and why?

VII. Coherence in climate finance delivery with other multilateral entities

[32] Note: this captures item 5.9 unexpected results, both positive and negative, in the IE report. Describe the visible and potential changes to the project plan, taking into account unforeseen impacts, both positive and negative

[33] Identify any exceptional experiences that should be highlighted (e.g. case-studies, stories, best practice).

- In your view, has the SCRALA project complimented other on-going local level initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts and/or increased climate resilient sustainable development (GCF RMF/PMF Paradigm Shift objectives)?-(i.e. income generation, gender equity, and women's empowerment and improved governance etc.)? Provide an explanation to your response.

-End-

"Of all the things we have discussed, what do you think is the most important?"

End of the Interview
Thank the Respondent for his/her time

b. Checklist for Stakeholder Consultations

(Focus Group Discussion) guide[34]

Interim Evaluation - Strengthening Climate Resilience of Agricultural Livelihoods in Agro-Ecological Regions I and II in Zambia

March 2022

Name of District: _____
Name of Agricultural Camp: _____
Phone number of contact person: _____

I. Relevance, Effectiveness and Efficiency

1. In your opinion, do you think this project is relevant to you as farmers? In what way(s) is it relevant? Are there any other areas the project should have included for it to be more relevant to your needs? If so, what are these areas?

2. In your view, how has the SCRALA project performed so far in relation to achieving the expected project objectives[35] and sustainability? Explain why the performance was as it was? What corrective actions are required to enhance the likelihood of the project achieving its intended outcomes and impacts, including their sustainability in the remaining timeframe??

[34] To be as much as possible be in line with and emphasize on **a well-reasoned, complete and evidence - based assessment** of each of the items listed in the evaluation criteria.

[35] **Probe if NOT mentioned:** E.g. Their benefits to climate information systems (i.e. Observation systems)/hydro-agro-met network generated at the district level, trainings on how to capture, analyse and disseminate weather and climate-related information, including water and agricultural advisories by WARMA by ZMD and ability of beneficiaries to interpret this information from the weather and Agricultural advisories, access water, receive agricultural inputs, and engage in training and technical support on resilient agricultural and alternative livelihoods including FFSs, farmer population undertaking processing of their resilient crops, access finance and insurance products, and link to markets

II. Gender Equity[36]

3. In your opinion, has the SCRALA project contributed positively to gender equity-i.e. the easy participation (e.g. Marketing farm products) + the presence of women in decision-making positions + perceptions and attitudes of community members about women's/girls' public participation + Women's/girls' own perceptions about their participation in public and community forums +gendered division of labor at household and community levels (i.e. gender role and responsibilities) + access, control over and ownership of resources, assets and services by women? If yes, why do you say so? If no, why do you say so? (**Probe if NOT mentioned***)*

4. In your view, how could the gender equity be improved by the SCRALA project in the remainder of the project and why?

III. Project Implementation and Management

5. What kind of services do you receive in terms of climate resilient agricultural production and diversification practices? Planning for climate risk? Who provides those services (probe on project partners in case they are not mentioned)? How is the quality of the services? How could these services be improved?

6. Are there other services you would like to receive which you are currently not receiving? What are they? Who should provide these and why?

IV. Impact

7. In your view what has been SCRALA project's top 2-3 achievements in your community/Agriculture Camp since it started operation? What factors have ensured these successes?

8. Is there evidence emerging in your district/community in relation to improved food security and increased income brought by project interventions? If yes, describe this change? In your view, what factors supported this change? How can this evidence be linked/ attributed to SCRALA? If no, what has not changed?

V. Unexpected results, both positive and negative

9. In your opinion, has the SCRALA project contributed towards unexpected results in your community? If yes, describe this change (i.e., at least 3 changes)? In your view, what factors supported this change? How can this evidence be linked/ attributed to the SCRALA project? In your view, what factors have contributed to the unintended outcomes, outputs, activities, results?

VI. Capacity building

10. In your opinion, has the SCRALA project contributed towards capacity building activities leading to the above-mentioned changes being observed in the community? To what extent would you say it has? Provide an explanation to your response.

[36] **NOTE:** Based on the project's affirmative action, at least 40 percent of the beneficiaries and 30 percent in farmer groups/cooperatives/water user association decision-making bodies will be women respectively

VII. Sustainability

11. How do you hope to continue with what the project has helped you to achieve so far i.e. The positive changes? What practical steps should you take to continue with such?

VIII. Replications and Scalability (Key Lessons Learnt)

12. If the project was to start from the beginning again, what do you think should be changed to make the project work better? Why should this be so?
13. In your view, has replication effects already occurred, or is likely to occur in the near future? Will it be easy to replicate SCRALA project's successes in a different context/community/district/province? Provide an explanation for the response.
14. What are the key factors that will require attention to improve prospects of sustainability, scalability, or replication of project outcomes/outputs/results?
15. In your opinion, what are some of the key project lessons learned failures/lost opportunities to date?

-End-
"Of all the things we have discussed, what to you is the most important?"
End of the Interview
Thank the Respondent for his/her time

iv. Mission itinerary

Activity	Time	Time Period	Participants	Venue
1st round trip: Evaluation Team travel to Chongwe and pay courtesy call on District Administration: Briefing on the purpose of the Mission	14:00-14:30	13th April 2022	• National Consultant	District Administration.
District Consultations with Stakeholders & Implementing Partners (stakeholder	14:30-17:00	13th April 2022	• National Consultant • MoA • Key Stakeholders	District Administration

s)				
Meetings in the sampled camps	08:00-17:00	14th April 2022	• National Consultant • Project beneficiaries	Sampled Agric. Camps
2nd round trip: Evaluation Team travel to Senanga	07:00-18:00	24th April 2022	• Consultants	
Pay courtesy call on District Administration: Briefing on the purpose of the Mission	08:00-08:30	25th April 2022	• Consultants • MoA	District Administration.
District Consultations with Stakeholders & Implementing Partners (stakeholders)	08:30-12:30	25th April 2022	• Consultants • MoA • Key Stakeholders	District Administration
Meetings in the sampled camps	14:00-17:00	25th April 2022	• Consultants • Project beneficiaries	Sampled Agric. Camps
Meetings in the sampled camps-Cont'd	08:30-12:00	26th April 2022	• Consultants • Project beneficiaries	Sampled Agric. Camps-Cont'd
3rd round trip: Evaluation team travel to Sesheke (Night stop)	14:00- 17:00	26th April 2022	•	
3rd round trip: Evaluation Team travels to Namwala	08:00-17:00	27th April 2022	• National Consultant	District Administration
Pay courtesy call on District Administration: Briefing on the purpose of the Mission	08:00-08:30	28th April 2022	• National Consultant • MoA	District Administration

District Consultations with Stakeholders & Implementing Partners (stakeholders)	08:30-13:00	28th April 2022	• National Consultant • MoA • Key Stakeholders	District Administration
Meetings in the sampled camps	14:00-17:00	29th April 2022	• National Consultant • Project beneficiaries	Sampled Agric. Camps
4th round trip: Evaluation Teams travel to Monze- (Night Stop) Courtesy call on Gwembe District Administration: Briefing on the purpose of the Mission	08:00-13:00	30th April 2022	• National Consultant	
District Consultations with Stakeholders & Implementing Partners (stakeholders)	14:00-17:00	2nd May 2022	• National Consultant • MoA • Key Stakeholders	District Administration.
Meetings in the sampled camps	08:00-17:00	3rd May 2022	• National Consultant • Project beneficiaries	District Administration
5th round trip: Evaluation Teams travel to Nyimba (Night Stop) Courtesy call on District Administration: Briefing on the purpose of the Mission	08:00-13:00	5th May 2022	• Consultant • MoA	District Administration

District Consultations with Stakeholders & Implementing Partners (stakeholder)	14:00-17:00	6th May 2022	• National Consultant • MoA • Key Stakeholders	District Administration
Meetings in the sampled camps	08:00-17:00	7th May 2022	• National Consultant • Project beneficiaries	District Administration.
6th round trip: Evaluation Team travel to Luangwa	14:30-17:00	8th May 2022	• Consultants	Sampled Agric. Camps
Courtesy call on District Administration: Briefing on the purpose of the Mission	08:00-08:30	9th May 2022	• Consultants • MoA	District Administration.
District Consultations with Stakeholders & Implementing Partners (stakeholders)	08:30-13:00	9th May 2022	• National Consultant • MoA • Key Stakeholders	District Administration
Meetings in the sampled camps	14:00-17:00	10th May 2022	• Project beneficiaries • National Consultant	Sampled Agric. Camps
7th round trip: Evaluation Teams travel to Kabwe (Night Stop)	08:00-08:30	11th May 2022	• Consultants	
8th round trip: Evaluation Team travel to Isoka for a night stop	07:00- 18:00	12th May 2022	•	
9th round trip: Team travels to Mafinga	06:00- 9:30	13th May 2022	•	
District Consultations with	10:00- 17:00	13th May 2022	• National Consultant	District Administration

Stakeholders & Implementing Partners (stakeholders)			• MoA • Key Stakeholders	
Meetings in sampled camps	8:00- 17:00	14th May 2022	• Project beneficiaries • National Consultant	Sampled Agric. Camps
10th round trip: Evaluation team travel to Serenje for night stop	07:00- 18:00	15th May 2022	• National Consultant	
11th round trip- Team travels to Chongwe for night stop	07:00 – 17:00	16th May 2022	• National Consultant • Project beneficiaries	Sampled Agric. Camps
Meetings in the sampled camps	14:00-17:00	17th May 2022	• Project beneficiaries • National Consultant	Sampled Agric. Camps- Cont'd
Evaluation Team travels back to Lusaka (End of Field Visits)	17:00-18:00	18th May 2022	• National Consultant	

v. List of Key persons interviewed during KII

S/N	Name	Position/Institution	Email	Contact Number
1	Mr. Roland Seri	Deputy Resident Representative-UNDP	Roland.seri@undp.org	
2	Dr. Rasford Kalamatila	Chief Engineer/Project Focal Person	mumalik@unicef.org	0977740394
3	Mr. Frank C. Nyoni	Acting Water Resources Operations Manager /Project Focal Person-	fnyoni@warma.org.zm	0977 595948

		WARMA		
4	Mr. Parick Muchimba	Acting Project Manager-SCRALA Project	Parick.muchimba@undp.org	0966 485292
5	Mr. Douglas Lubaba	Senior Research and Planning Officer-WARMA	DLubaba@warma.org.zm	
6	Mr. Chintu Chintu	Senior Agriculture Officer (SAO)-MoA		0979008148
7	Mrs. Belinda Zimba	Research Assistant (RA)- SCRALA-Chongwe	Belinda.zimba@undp.org	0779579460
8	Mr. Turnbull Chama	SCRALA Project Focal Point Person-FAO	Turnbull.chama@fao.org	0971713300
9	Mr. Edson Nkonde	Director - ZMD	chilu@gmail.com	0962700028
10	Ms. Lilian Mzyece	SCRALA Project Focal Point Person-ZMD	mamzyece@gmail.com	0977805309
11	Mr. Kaunda Lumpa	Forest Technician-Forestry Department (FD)-Gwembe	lumpakaunda83@gmail.com	095380652
12	Mr. Ladislas Soko;	Livestock Technician - Ministry of Fisheries and Livestock- Gwembe	ladislassoko@gmail.com	0976635645
13	Ms. Cynthia Nambao	District Marketing Development Officer-MoA-Gwembe	chansanambao@gmail.com	0978488681
14	Mr. Fines Masamba;	Extension Methodologist-MoA; Focal point person for Savings for Change groups-MoA- Gwembe	finesmasamba@gmail.com;	0977116611
15	Mr. Davy Munthali;	Senior Agricultural Officer (SAO)-MoA-Gwembe	d4munthali@gmail.com	0979199131

16	Mr. Byde Haamududu –	Acting Senior Agricultural Officer (Ag SAO)-MoA-Namwala	terrinahnm@gmail.com	0979753410
17	Ms. Melody Chali-	Research Assistant (RA)- SCRALA-Namwala	melody.chali@undp.org	0977695151
18	Mr. Wayilinda Phiri;	Information Officer—ZANIS-Namwala	wayilindaphiri@gmail.com;	0977600572
19	Mr. Kebby Halyoka ; and.	Laboratory Technician-MFL-Namwala	khalyoka@yahoo.com	0977812910
20	Mr. Kampandira Kampandira	Livestock Technician-MFL-Namwala	kampakampandira@yahoo.com	0972083597
21	Mr. Derrick Sinkala	SAO- MoA-Luangwa	dsinkala@gmail.com	0971865400
22	Mr. Enock Phiri	Research Assistant (RA)-SCRALA-Luangwa	enock.phiri@undp.org	0979441505
23	Mr. Bornwell Hankolwe	District Coordinator-Ministry of Fisheries and Livestock-Luangwa	hankolwe@yahoo.com;	0977875820
24	Mr. Happy Nkhoma	District Livestock Officer-Ministry of Fisheries and Livestock-Luangwa	happynkhoma@gmail.com;	0976562946
25	Ms. Cynthia Chilufya	Assistant Community Development Officer-MCDSS-Luangwa		0978488681
26	Mr. Kennedy Munthali	Senior Agricultural Officer (SAO)-MoA	kennedy.munthali@yahoo.com	0974436392 ;

27	Ms. Agnes Kanunguna-	Research Assistant (RA)-Mafinga		0971801281
28	Mr. George Banda	Livestock Technician-Ministry of Fisheries and Livestock- Mafinga	georgedavisony@gmail.com;	0978835349
29	Mr. Fabiano Mpashi	Acquaculture Assistant- Ministry of Fisheries and Livestock- Mafinga	fabianompashi@gmail.com	0972892710
30	Mr. Ephram Chimfwembe	Forest Ranger (Acting District Forest Officer) - Forest Department-Mafinga	chimfwembeephram29@gmail.com	0976994088
31	Mr. Illishebo Minyoi	District Works Supervisor-Ministry of Infrastructure, Housing and Urban Development-Mafinga	ilisminyoi@gmail.com.	0977728174
32	Mr. Maybin Ntimpa;	Acting District Development Officer)- MCDSS-Mafinga		
33	Mr. Samson Zimba	District Forest Officer (DFO)-FD Senanga	zimsamy@gmail.com	0976820628
34	Mr. Pride Banda	Extension Assistant-FD - Senanga	prideinnocent@gmail.com	0979164990
35	Mrs. Blessings K. Kalimbika	Livestock Assistant –MFL- Senanga	Blessingskalimbika @gmail.com	0979997100
36	Mr. Chipobe Hang'omba	SAO-MoA-Senanga		0979400208
37	Mr. Dire Mukubesa	ZMD-Senanga	dmukubesa@gmail.com	0977716519
38	Mr Temwani Goma	District Marketing Agricultural Development Officer (DMDO)-Senanga		0977600822

39	Mr. Henry Banda	Acting SAO- MoA-Nyimba	bandahenry46@yahoo.com	0977115956 ;
40	Mr. Danny Zulu	District Accountant- MoA-Nyimba	Dannyzulu20@gmail.com	0977372786 ;

b. List of project beneficiaries met during FGDs

S/N	Name	Gender	S/N	Name	Gender
1	Mwangala Kawana	M	**27**	Moonga Stembile	F
2	Muti Luneta	M	**28**	Emelda Mweemba	F
3	Ikabongo Mayumbelo	M	**29**	Monica Chisangano	F
4	Samende Chinjimba	M	**30**	Flora Ngololo	F
5	Mukuba Katiingu	M	**31**	Blandinah Hamaambo	F
6	Litongo Maybeen	M	**32**	Constance Chisangano	F
7	Mwakamui Mwakamui	M	**33**	Emeldah Mweene	F
8	Siyanga Imboela	M	**34**	Mercy Han'gandu	F
9	Nosiku Wakunguma	F	**35**	Anastancia Choongo	F
10	Ngambo Kazima	F	**36**	Mweemba Felistus	F
11	Precious Luneta	F	**37**	Faidess Hamuchimba	F
12	Pumulo Masiye	F	**38**	Milda Haziyu	F
13	Silimiso Masene	F	**39**	Albertina Hanyaane	F
14	Lutangu Mutelo	F	**40**	Alice Hakachoma	F
15	Liseli Sililo	F	**41**	Rhoda Simweemba	F
16	Kachanana Muwela	F	**42**	Naomi Kamota	F
17	Manyando Imutongo	F	**43**	Christina Mweemba	F
18	Monde Sikota	F	**44**	Regina Hamuvumbe	F
19	Chilombo Luka	F	**45**	Otrine Hakajika	F
20	Mulimukiwa Wakunguma	F	**46**	Winfrida Hakachoma	F
21	Lungowe Simbotwe	F	**47**	Hankombwe Spencer	M
22	Monde Sibusiku	F	**48**	Handawala Damano	M
23	Mubiana Siyanga	F	**49**	Muchindu Alex	M
24	Ireen Imasiku	F	**50**	Alfred Muzimo	M
25	AKabeswa Nosiku	F	**51**	Brund Makala	M
26	Monde Lishonwa	F	**52**	Kaibula Flannery	M
53	Monde Ngambo	F	**80**	Hamaambo Wiseman	M

S/N	Name	Gender	S/N	Name	Gender
54	Chilala Nevson	M	**81**	Kenny Malambo	M
55	Hamakoko Bornwell	M	**82**	Habanji Victor	M
56	Machala Rapheal	M	**83**	Winter Hanga'gandu	M
57	Fergus Chimbwe	M	**84**	Bernard Muganu	M
58	Hambulo Devinnete	M	**85**	Mweemba Sunford	M
59	Moonga Trampa	M	**86**	Lincoln M.Chibala	M
60	Muchala Paulinah	F	**87**	Juvina Mweene	F
61	Ellen Hamayuwa	F	**88**	Obenesta Hangale	F
62	Sophia Mwaanga	F	**89**	Eunice Mapulanga	F
63	Mugwagwa Getrude	F	**90**	Ellen Nsuulu	F
64	Albertina Halompota	F	**91**	Eunice Mweene	F
65	Beauty Milimo	F	**92**	Loveness Nsuulu	F
66	Gracious Chikobolo	F	**93**	Mebelo Mumeka	F
67	Hatwaambo Catherine	F	**94**	Letsia Moonga	F
68	Milimo Charity	F	**95**	Stelia Muchindu	F
69	Miyanda Hamakoko	F	**96**	Alphonsina Habbenzu	F
70	Chrinsencia Milimo	F	**97**	Grace Hakakaye	F
71	Mwiinga Alice	F	**98**	Estelly Mukwangu	F
72	Saraphina Chitwala	F	**99**	Charles M. Chisamu	M
73	Billy Chirwa	F	**100**	Robert Hangale	M
74	Muleya Mwiinga	M	**101**	Arnold Mwiinga	M
75	Boston Malambo	M	**102**	Filed Hamwiinga	M
76	Carboy Mutoza	M	**103**	Stanford Hamuchiliba	M
77	Wicliff Kalala	M	**104**	Marcelinoss Hamanyuma	M
78	Clifford S. Shayawa	M	**105**	Travotor Dilika	M
79	Sunday Mukabeete	M	**106**	Alfred Hamanyombwe	M
107	Timothy Shayawa	M	**134**	Andrew Chifuwe	M
108	Mutete Clement	M	**135**	Webster Simweemba	M
109	Godfrey Shichiyaba	M	**136**	Kennedy Hakumbila	M
110	Hildah Shinbondo	F	**137**	Given Muzungu	M
111	Norah Sitali	F	**138**	Vincent Hakumbila	M
112	Mailes Chivula	F	**139**	Linda Mandongwe	M
113	Ostedah Mulumba	F	**140**	Justine Mainza	M
114	Brandinah Nsongwa	F	**141**	Raphael Hamanyuma	M
115	Virginia Shikwiti	F	**142**	Maureen Nyangu	F
116	Lise Kasonso	F	**143**	Matildah Tembo	F
117	Liness Mwapabwe	F	**144**	Modesta Tembo	F

S/N	Name	Gender	S/N	Name	Gender
118	Mary Mwetwa	F	**145**	Grace Mwanza	F
119	Matildah Nshingwe	F	**146**	Hellen Tembo	F
120	Sylvester Hatwaambo	F	**146**	Mary Kasaga	F
121	Moses Matakala	M	**148**	Boyd Tembo	M
122	Stephen Zimba	M	**149**	Joseph Tembo	M
123	Lameck Zulu	M	**150**	Aston Banda	M
124	Albert Nkhoma	M	**151**	Michael Mukangaza	M
125	Edward Lungu	M	**152**	Ndili Mwanza	M
126	Amon Lungu	M	**153**	Sandford Ngoma	M
127	Ruben Daka	M	**154**	Moses Ngulube	M
128	Amex Tembo	M	**155**	Emmanuel Owen Mphande	M
129	James Tembo	M	**156**	Derick Mwanza	M
130	Samuel Phiri	M	**157**	Harrison Tembo	M
131	Naphtali Nyedwa	M	**158**	Derick Nkondo	M
132	Elizabeth Ngulube	F	**159**	Litia Sumbwa	M
133	Getrude Daka	F	**160**	Jaman Mwanza	M
161	Alice Chirwa	F	**188**	Chembe Phiri	M
162	ZelipaTembo	F	**189**	Christopher Zulu	M
163	Rosemary Mwale	F	**190**	Vincent Tembo	M
164	Eunice Tembo	F	**191**	Pius Mususa	M
165	Royce Tembo	F	**192**	Bernadette Salati	F
166	Avales Njobvu	F	**193**	Beauty Njobvu	F
167	Maureen Tembo	F	**194**	Alice Zulu	F
168	Maureen Daka	F	**195**	Anastazia Zulu	F
169	Astina Tembo	F	**196**	Rachael Tembo	F
170	Anala Nkhoma	F	**197**	Harriet Lungu	F
171	Idah Mwanza	F	**198**	Rhoda Kasanga	F
172	Melody Mwanza	F	**199**	Cynthia Tembo	F
173	Majory Mwanza	F	**200**	Nkumbwi Mumba	F
174	Memory Daka	F	**201**	Petronella Daka	F
175	Eunice Lungu	F	**202**	Manase Nyangu	F
176	Dorothy Ngulube	F	**203**	Felista Lungu	F
177	Mwaziona Zulu	F	**204**	Neli Lungu	F
178	Grace Daka	F	**205**	Joyce Nkando	F
179	Laudzi Daka	F	**206**	Grace Mwanza	F
180	Mary Daka	F	**207**	Justina Tembo	F
181	Doreen Zulu	F	**208**	Domina Taulo	F
182	Faneli Lungu	F	**209**	Doreen Tembo	F
183	Bridget Tembo	F	**210**	Faustina Tembo	F

S/N	Name	Gender	S/N	Name	Gender
184	Loveness Tembo	F	**211**	Doliaka Phiri	F
185	Christine Chandamali	F	**212**	Violet Mwanza	F
186	Giriseria Mwanza	F	**213**	Florence Tembo	F
187	Domina Chalenzeka	F	**214**	Bertha Mgogo	F
215	Catherine Phiri	F	**234**	Memory S. Malunga	F
216	Elina Tembo	F	**235**	Glyceria Fulawo	F
217	Physina Chilenje	F	**236**	Betrice Natwinda	F
218	Adraidah Tembo	F	**237**	Margaret Chalenzeka	F
219	Odiria Phiri	F	**238**	Harriet Lungu	F
220	Regina Phiri	F	**239**	Martha Malunga	F
221	Paulina Tembo	F	**240**	Glyceria Mwanza	F
222	Clara Njobvu	F	**241**	Chalenzeka Timothy	M
223	Christine Tembo	F	**242**	Lawrence Mvula	M
224	Monica Tembo	F	**243**	John B. Tembo	M
225	Julia Banda	F	**244**	Gideon Shimbula	M
226	Grace Tembo	F	**245**	Romano Mwanza	M
227	Laulina Tembo	F	**246**	Kennedy Muma	M
228	Taleza Talakinu	F	**247**	Thomas Tembo	M
229	Agness Mackenzi	F			
230	Esther Malungu	F			
231	Ruth Zulu	F			
232	Charity Zulu	F			
233	Anastazya Ngoma	F			

vi. List of documents reviewed by the MTR Team

- Project Document
- Project Progress reports including quarterly and annual performance reports from project inception to end of 2021
- UNDP Environmental & Social Safeguard Policy
- Project Environmental and Social Management Framework
- Project baseline Assessment Report
- Reports of environmental and social impact assessments
- GCF Funded Activity Agreement
- Letter of Agreement between the Ministry of Agriculture and the Water Resources Management Authority
- Annual work plans
- Quarterly Reports
- APRs

- Reports of field visits
- Training Reports
- Minutes of the Steering Committee on Climate Change
- Minutes of the Technical Committee on Climate Change
- Audit report
- Reports of capacity assessment (Responsible partners)
- Budget and Expenditures reports
- GCF Evaluation Plicy
- Project Communication and Visibility plan
- SCRALA Project Final 1st Draft Monitoring and Evaluation plan
- Handbook on Planning, Monitoring and Evaluation for Development Results (2012, UNDP)
- Evaluation Policy for the GCF
- UNEG Quality Checklist for Evaluation Reports
- Country programme document for Zambia (2016-2021)
- 7 National Development Plan 2017- 2021
- Implementation modalities : DEX/DIM vs. NEX/NIM
- Updated Strategic Plan for the Green Climate Fund: 2020-2023
- UNDP Gender Equality Strategy 2018-2021
- United Nations Framework Convention on Climate Change HandbookUNDP Evaluation Policy
- UNDP Evaluation guidelines
- UNEG Code of Conduct for Evaluators/Midterm Review Consultants
- MTR Required Ratings Table and Ratings Scales
- Progress Towards Results Matrix and MTR Ratings & Achievement Summary Tables (in Word