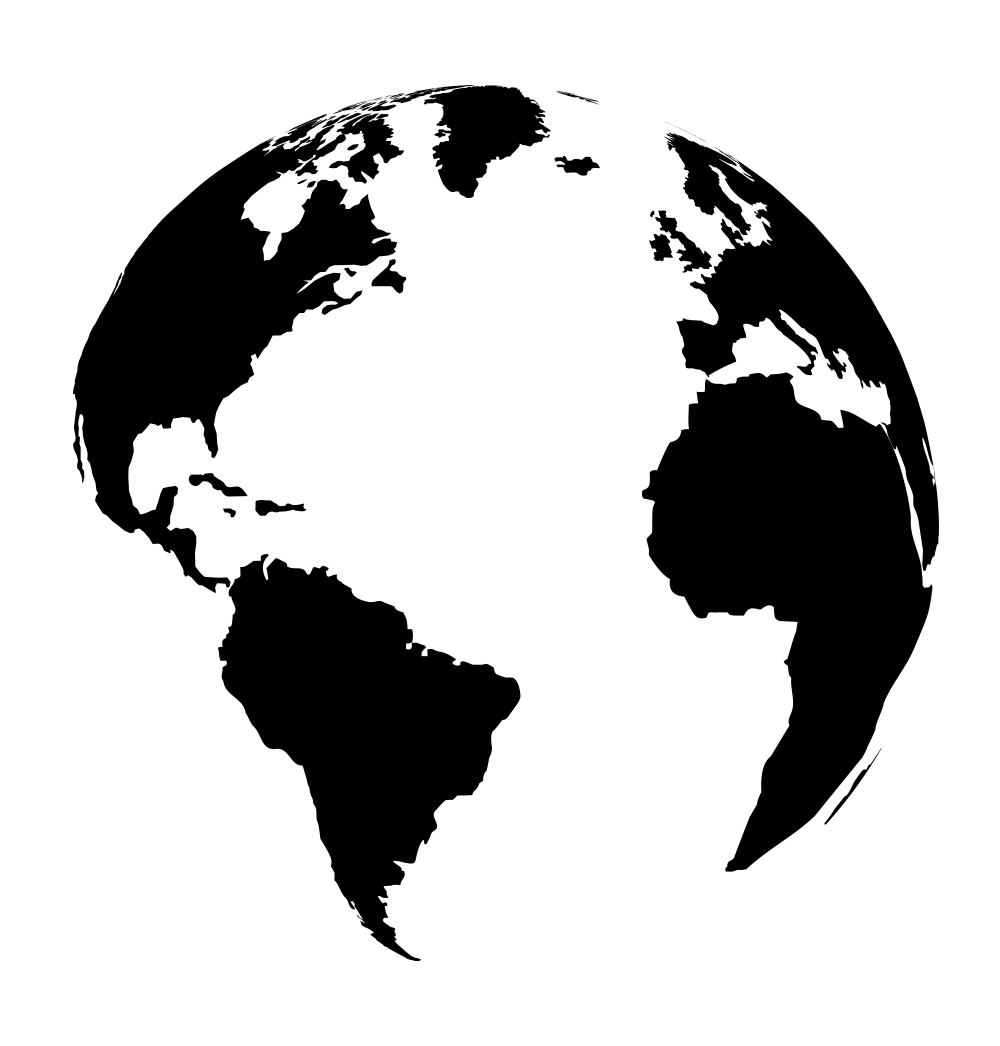


**Mid-term Review of “Scaling up Climate Ambition in Land Use and Agriculture”**

Final Report



**Prepared for**

United Nations Development Programme (UNDP)

**March 26, 2024**

LE GROUPE

CONSEIL BAASTEL



**Le Groupe-conseil baastel ltée**

92, rue Montcalm, Gatineau QC, Canada

Rue de la Loi 28, Brussels, Belgium

P: +1 (819) 595-1421

E: [sara.nielsen@baastel.com](mailto:sara.nielsen@baastel.com)

W: [www.baastel.com](http://www.baastel.com)

TABLE

OF CONTENTS

[EXECUTIVE SUMMARY vi](#_Toc162352629)

[Introduction 16](#_Toc162352630)

[Purpose and Scope 16](#_Toc162352631)

[Methodology and Approach 16](#_Toc162352632)

[Limitations of the MTR 17](#_Toc162352633)

[Project Description & Context 18](#_Toc162352634)

[Project Strategy & Design: Relevance & Coherence 22](#_Toc162352635)

[Alignment to donor and implementing entities Strategic Goals and Objectives 22](#_Toc162352636)

[Relevance to Global level priorities 24](#_Toc162352637)

[Relevance to National context 25](#_Toc162352638)

[Coherence and Complementarity with existing interventions 26](#_Toc162352639)

[Quality of programme design 28](#_Toc162352640)

[Theory of Change Analysis 30](#_Toc162352641)

[Progress Towards Results: Effectiveness 35](#_Toc162352642)

[Outcome analysis 35](#_Toc162352643)

[Achievement on Gender Mainstreaming and Social Inclusion (youth engagement) 45](#_Toc162352644)

[Stakeholder Engagement and Communications 51](#_Toc162352645)

[Factors Facilitating or Hindering Implementation 56](#_Toc162352646)

[Likelihood of achievement of objectives 59](#_Toc162352647)

[Efficiency: Project Implementation & Adaptative Management 61](#_Toc162352648)

[Financial Analysis 61](#_Toc162352649)

[Cost-Effectiveness 66](#_Toc162352650)

[Financial Management 67](#_Toc162352651)

[Co-financing 68](#_Toc162352653)

[Adequacy of the Sequence of Activities vis-a-vis budget planning 68](#_Toc162352654)

[Project Level Monitoring and Evaluation Systems 69](#_Toc162352655)

[Management Arrangements 72](#_Toc162352656)

[Global Communications and Awareness 76](#_Toc162352657)

[Sustainability 78](#_Toc162352658)

[Conclusions and Recommendations 80](#_Toc162352659)

[Conclusions 80](#_Toc162352660)

[Lessons Learned 84](#_Toc162352661)

[Recommendations 87](#_Toc162352662)

[Annex I – evaluation matrix 94](#_Toc162352663)

[Annex II – progress towards results matrix 105](#_Toc162352664)

[Annex III - documents consulted 119](#_Toc162352665)

[Annex IV - stakeholders consulted 121](#_Toc162352666)

[Annex V – survey results 125](#_Toc162352667)

[UNDP/FAO internal survey 125](#_Toc162352668)

[External stakeholders survey 133](#_Toc162352669)

FIGURES, TABLES, AND BOXES

[Figure 1 - SCALA envisioned process. 10](#_Toc159526325)

[Figure 2 - Programme operational structure 12](#_Toc159526326)

[Figure 3 - Theory of Change 25](#_Toc159526327)

[Figure 4. Impact Chain to mainstream Gender and Social inclusion in SCALA 37](#_Toc159526328)

[Figure 5. Proposed GSI interventions in SCALA country work plans 39](#_Toc159526329)

[Figure 6 - Gender mainstreaming in activities (N=30) 39](#_Toc159526330)

[Figure 7 - To what extent have the following ministries been involved in planning for SCALA implementation in your country? (n= between 23 and 27) 43](#_Toc159526331)

[Figure 8 - To what extent have the following ministries been involved in SCALA implementation in your country? (n= between 20 and 27) 44](#_Toc159526332)

[Figure 9 - TOC Objective, Medium-Term Outcome, and Impact 50](#_Toc159526333)

[Figure 10 - Annual actual expenditures vs planned budget 52](#_Toc159526334)

[Figure 11 - Actual expenditures and planned budget per Outcome and per year 54](#_Toc159526335)

[Figure 12 - Country burn rates per agencies 56](#_Toc159526336)

[Figure 13 - Country Teams' Perception of coordination between FAO and UNDP at Global and Country Level 64](#_Toc159526337)

[Figure 14 - Country stakeholder perception of UNDP and FAO coordination and collaboration 66](#_Toc159526338)

[Table 1 - MTR Ratings & Achievement Summary Table for SCALA 15](#_Toc162094361)

[Table 2 - Annual actual expenditure and planned budget 47](#_Toc162094362)

[Table 3 - Actual expenditures and planned budget per year 49](#_Toc162094363)

[Box 1. Mainstreaming NDC and NAPs in National Policies 30](#_Toc159526375)

[Box 2. Co-financing through PPPs in Costa Rica 34](#_Toc159526376)

[Box 3. Gender Mainstreaming in Uganda 40](#_Toc159526377)

[Box 4. Stakeholder engagement in Ethiopia 46](#_Toc159526378)

[Box 5. Examples of External Events attended by SCALA in 2023 68](#_Toc159526379)

ACRONYMS

|  |  |
| --- | --- |
| BPPS | Bureau for Policy and Programme Support |
| CAR | Climate Action Review |
| CBIT | Capacity Building Initiative for Transparency |
| CCAFS | Climate Change, Agriculture and Food Security |
| CGIAR | Consultative Group on International Agricultural Research |
| DAC | Development Assistance Committee |
| ECA | Effective Collaborative Action (ECA) |
| EOI | Expression of Interest |
| FACS | Food and Agricultural Commodity Systems |
| FAO | Food and Agriculture Organization |
| GLEAM | Global Livestock Environmental Assessment Model |
| GPN | Global Policy Network |
| IKI | German Government International Climate Initiative |
| KIIs | Key Informant Interviews |
| LDCs | Least Developed Countries |
| LoA | Letters of Agreement |
| M&E | Monitoring and Evaluation |
| MRV | Measurement, Reporting, and Verification |
| MTR | Medium-Term Review |
| NAP | National Adaptation Plans |
| NAP-Ag | Integrating Agriculture into National Adaptation Plans |
| NAP-GSP | NAP Global Support Programme |
| NDC | Nationally Determined Contributions |
| NEXT | Nationally Determined Contribution Expert Tool |
| ODA | Official Development Assistance |
| OECD | Organization for Economic Cooperation and Development |
| PAG | Project Advisory Group |
| PB | Project Board |
| PMU | Programme Management Unit |
| PSEF | Private Sector Engagement Facility |
| RECSOIL | Recarbonization of global agricultural soils |
| SCALA | Scaling up Climate Ambition on Land Use and Agriculture |
| SDGs | Sustainable Development Goals |
| SHARP | Self-evaluation and Holistic Assessment of Climate Resilience of Farmers and Pastoralists |
| SIDS | Small Island Developing States |
| ToC | Theory of Change |
| UNDP | United Nations Development Programme |
| UNFCCC | United Nations Framework Convention on Climate Change |
| VHLEC | Veterinary Hospital and Livestock Service Expert Center |
| WBCSD | World Business Council for Sustainable Development |
| WFO | World Farmers Organisation |
| ZUG | Zukunft-Umwelt-Geselschaft |

# EXECUTIVE SUMMARY

The current climate initiatives related to land-use and agriculture, outlined in Nationally Determined Contributions (NDC) and National Adaptation Plans (NAP), are insufficient to limit global warming to 1.5°C. Given the impact of unsustainable land-use on climate change, as well as the vulnerability of land-use to climate change, a transformation of agri-food systems to effectively mitigate and adapt to climate change impacts could help drive achievements under the NDCs and NAPs. To address this gap, the United Nations Development Programme (UNDP) and the Food and Agriculture Organization (FAO) are jointly implementing the SCALA programme, funded by the German government's International Climate Initiative (IKI) with €20 million (2021-2025). Building upon the successes of the previous NAP-Ag programme, SCALA aims to enhance the ambition and action in agriculture and land use sectors across 12 countries in Asia, Africa, and Latin America, by assisting in the development of actionable climate solutions aligned with NDCs and NAPs.

Through a country-driven stakeholder engagement approach tailored to the specific needs of each participating country, SCALA seeks to create an enabling environment for policy development, regulatory frameworks, and investment strategies conducive to private sector involvement in climate actions related to agriculture and land use. The programme also emphasizes gender equality and women's empowerment, striving to remove barriers to women's participation in decision-making processes and address disparities in access to natural resources. SCALA aims to achieve three key outcomes:

1. **Outcome 1:** Information and assessments used by national stakeholders to identify and appraise transformative climate actions to advance NDC/NAP priorities in land-use and agriculture.
2. **Outcome 2:** Climate risk-informed land-use and agriculture sector priorities integrated into national and sectoral planning, budgeting, and monitoring.
3. **Outcome 3:** Private sector engagement in climate action in land-use and agriculture increased.

This mid-term review (MTR) of the SCALA Programme aims to evaluate SCALA’s intervention logic and progress over a three-year period (2020-2023). Using a Theory-based approach, the review assessed the relevance, coherence, effectiveness, efficiency, and sustainability of the programme, and offers recommendations for immediate next steps and opportunities for scaling up. Findings were devised through triangulation from multiple data collection methods including document reviews, key informant interviews, surveys, and country visits. A total of 75 key informant interviews were conducted, supplemented by online surveys targeting both internal and external stakeholders across SCALA countries. Additionally, country visits to Costa Rica, Ethiopia, and Cambodia provided in-depth insights into work plan implementation and stakeholder engagement. The review team analyzed and triangulated data to inform selected indicators and answer evaluation questions, culminating in the development of country case study reports contributing to the overall review.

### Review Findings

#### Project Strategy and Design: Relevance and Coherence

The SCALA Programme demonstrates alignment with the priorities and strategies of the Germany’s International Climate Initiative (IKI). With its focus on greenhouse gas mitigation and adapting to climate change impacts, it enriches IKI's engagement within its priority countries, but also some non-traditional partner countries, including Least Developed Countries (LDCs). SCALA's emphasis on private sector engagement, gender inclusiveness, and agriculture and land-use contribute to IKI's thematic support areas and provides important entry points in international dialogues and negotiations while also building a particular link to the German Ministry of Agriculture.

Similarly, SCALA aligns with the strategic objectives of both the United Nations Development Programme (UNDP) and the Food and Agriculture Organization (FAO), contributing to UNDP's Strategic Plan outcomes and directly supporting the UN Climate Promise. Within FAO, SCALA integrates with the organization's climate-focused strategies and plays a critical role in advancing FAO's goals in addressing climate change, including shaping FAO's Strategy on Engagement with the private sector. Moreover, SCALA supports the Memorandum of Understanding between FAO and UNDP, focusing on strengthening collaboration on advancing agricultural/ecosystem-based livelihood enhancement and accelerating ambition and action in agriculture and land-use through NDCs and NAPs.

SCALA activities further contribute to overall global sustainable development efforts. By facilitating the formulation and implementation of Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs), and enhancing Monitoring, Reporting, and Verification (MRV) systems the programme support is relevant for Articles 4, 6, 7, and 13 of the Paris Agreement. Through addressing specific gaps identified in international dialogues and supporting countries in mainstreaming key thematic areas from enhanced NDCs and NAPs, SCALA aids in strengthening adaptation efforts and reducing vulnerability to climate change. This is particularly crucial given the low number of NAPs submitted to the secretariat, underscoring the urgent need for enhanced technical support. Furthermore, SCALA remains relevant to evolving COP discussions, aligning with major pledges such as the Glasgow Leaders’ Declaration on Forests and Land Use and engaging with various UNFCCC bodies and global initiatives, while also contributing to multiple Sustainable Development Goals (SDGs), including climate action, poverty eradication, food security, gender equality, life on land, and partnerships for the goals.

SCALA's country selection process has allowed the programme to operate in diverse countries where support is most needed, guided by criteria such as agricultural priorities outlined in NDCs and NAPs, mitigation potential, and existing support structures. Interviews and surveys confirm SCALA's alignment with national priorities, with stakeholders acknowledging its responsiveness to country needs, facilitated by participatory stakeholder engagement during the inception phase. Despite initial alignment, challenges have arisen during implementation, particularly due to low government engagement, often associated with changes in government. However, survey results demonstrate widespread government interest in collaborating with SCALA, reflecting its perceived significance in addressing national needs. Challenges persist, though, in fully engaging all relevant ministries.

Despite some challenges in fully realizing synergies beyond UNDP, FAO, and GEF projects, SCALA effectively fills gaps in existing activities by complementing initiatives implemented by FAO and UNDP country offices. The programme leverages pre-developed FAO and UNDP tools and models in its activities, such as the COP 28 Agriculture, Food and Climate National Action Toolkit, RECSOIL, SHARP, and the Value Chain Toolkit developed under NAP-AG. Furthermore, various programmes, agencies, and initiatives, including the UNDP Climate Promise, NDC Partnership, and Climate Finance Network partner with SCALA on global implementation and development of analytical products and awareness raising. However, SCALA has not been able to move much beyond UNDP and FAO programmes in terms of partnerships, except for the NDC-P. Opportunities to align with the Forest Carbon Partnership Facility, ProGreen, Ci-Dev, BioCarbon Fund, and other multilateral development bank (MDB) funded activities have not been widely explored. Strengthening coordination and sharing experiences is essential to prevent overlaps and enhance the impact of interventions. Similarly, SCALA needs to broaden its lens on partnerships that can advance component 3.

### Effectiveness

While Outcomes 1 and 2 are faring well, Outcome 3 has experience more challenges in implementation, but have also commenced work by mid-term.

Following a prolonged inception period both Outcome 1 and Outcome 2 have shown notable progress. Outcome 1 is advancing well across most countries, with targets being met. Nine System Level Assessments (SLAs) have been successfully completed, and an additional 10 assessments are underway. While not all analyses fit the SLA framework, they contribute to vital baseline knowledge crucial for informed climate action in agriculture and land use. Tools like the Climate Action Review (CAR) Matrix have proven beneficial in many countries identifying strategic entry points for SCALA's initiatives, despite not being universally adopted. As for Outcome 2, although progress was limited in 2022, significant strides were made in 2023. Six countries achieved notable milestones by adopting participatory approaches to develop domestic plans, policies, budgets, and monitoring systems essential for implementing NDCs and NAPs. SCALA supported three out of twelve MRV/M&E systems by mid-term, with more underway, indicating its value in strengthening tracking and reporting systems for climate action in agriculture and land use.

The inception phase and early implementation of the SCALA project were affected by factors such as the Covid-19 pandemic, government buy-in and support, government restructuring, political unrest, and the level of existing enabling environments within countries. Despite efforts to design the project with consideration for the pandemic, its impact still led to delays, which were outside the management team’s control. Government buy-in was crucial, leading to multiple rounds of consultations to convince governments of SCALA's value as well as explain the complexities of the programme. Challenges also arose from government restructuring and political instability. To mitigate these factors, the global team organized internal capacity development events, provided close support and technical guidance, and distributed introductory packages and guidelines, which were considered facilitating factors by country team. The level at which existing enabling environments were in place within countries also played a significant role, with prior social capital and connections accelerating progress in some countries, particularly those where climate change is already a priority. Furthermore, countries participating in NAP-AG advanced quicker due to increased understanding and an enabling environment.

Globally, SCALA significantly contributed to advocacy efforts and disseminated knowledge on mainstreaming climate change in land use and agriculture through various means such as guidance papers, webinars, thematic briefs, presentations, and reports. The SCALA external communications strategy is commendable. Through participation in key events like the COPs, NAP Expos, APAN forum etc., SCALA enhances its profile and disseminates knowledge effectively via articles, videos, and partner websites. It has also done well in enhancing individual country activities and including the country teams in global events.

The complexities of understanding the private sectors’ engagement in mainstreaming climate change in agriculture and land use, have been a key factor delaying component 3. However, efforts are underway to address these challenges by actively engaging the private sector across all programme components, focusing on stakeholder mapping, capacity development, and operationalizing the Private Sector Engagement Fund (PSEF). Financial analyses are being conducted to showcase the benefits of climate-related investments and explore innovative financing mechanisms to address high-risk agriculture investments. While progress has been made in some countries, limited understanding of private sector priorities persists. Concept note development has generally not commenced yet, but the path has been laid. Particularly the SLA’s and stakeholder mapping have helped pinpoint the key areas of support in most countries in other countries, the private sector components still need more groundwork. Country teams raise some concern regarding the concept note development, particularly with regards to the potential for reputational risk if funding for the concept notes is not identified. The global team has had to focus on enhancing capacity, not only internally, but also to country teams to better guide private sector engagement. This has resulted in guidelines on how to address the private sector in SCALA as well as a comprehensive private sector strategy.

Getting the private sector engaged is often hampered by a persistent distrust between the Government and the private sector, and according to interviews and the survey, the private sector is simply not as interested in the soft activities that SCALA implements. Notably, developing the enabling environment for the private sector to engage is SCALA‘s primary objective, which requires soft activities. This may necessitate more sensitization to private sector players on SCALA’s value added.

The establishment of the Private Sector Engagement Facility (PSEF) faced initial delays but has since been established, completing one funding cycle for Least Developed Countries (LDCs) and initiating a second call for proposals targeting Small Island Developing States (SIDS) and middle-income countries. Despite modest funding, the PSEF has had a substantial impact, contributing to larger private sector initiatives, and addressing gaps crucial for NAP and NDC implementation. Notable achievements include advancing biodiversity goals in São Tomé and Príncipe and supporting a blue economy programme in Somalia. However, challenges such as recruitment difficulties and political instability in some countries have hindered progress.

Considering progress on the Programme’s outcomes, the likelihood of achieving objectives in SCALA is promising, with capacity building efforts and enhancements of enabling environments evident from the MTR assessment. Significant capacity has been built, which is a first indicator on achieving more comprehensive enabling environments. At the Medium-Term Outcome level, early indicators show progress in translating NDCs and NAPs into actionable climate solutions in land-use and agriculture across participating countries. However, the achievement of outcomes partly depends on the effectiveness of SLAs and Concept Notes under Component 3, crucial for enhancing climate finance. To fully realize its drive towards transformative climate action, SCALA must prioritize engaging the private sector, mainstreaming gender, and promoting social inclusion.

#### Effectiveness of Social Inclusiveness

Marginalized groups, including women, youth, and disabled individuals, are increasingly recognized for their role in addressing climate change. However, SCALA currently lacks focus on disabled populations, with limited consideration for Indigenous Peoples in most countries except Colombia. While the Risk Log acknowledges the potential involvement of Indigenous Peoples, actual engagement varies across participating nations. Similarly, little has been done to integrate youth, except for the launch of Hackathons, which have provided a unique platform for young innovators to contribute to climate resilience. Plans for future Hackathons indicate a continued commitment to youth engagement.

The programme demonstrates commitment to gender inclusion in alignment with IKI's gender strategy, aiming to close gender gaps in climate change and agriculture. Efforts to mainstream gender considerations across all components include integrating gender in governance, policies, and plans, with gender inclusivity integrated throughout the results framework. Despite these efforts, the actual implementation of gender mainstreaming faces challenges, with gender often treated as an add-on rather than a primary focus. Internal capacity building on gender within global and country teams has been necessary, alongside the development of key documents like the Gender and Social Inclusion Strategy. However, the translation of guidance into performance at the country level remains a concern. Gender mainstreaming has been uneven across SCALA countries, with limited gender analysis during the inception phase and slow progress in fully incorporating gender considerations. Challenges in achieving gender balance in workshops and ensuring active engagement of gender-relevant agencies persist.

#### Effectiveness of Stakeholder Engagement

SCALA has served as a collaborative platform involving ministries, UN agencies, civil society organizations (CSOs), the private sector, and academia, but there are variations in stakeholder involvement across phases and sectors. While stakeholder engagement is higher than in typical projects, it falls short of the ambitions outlined in the ProDoc, raising questions about the programme's potential to achieve its goals. Disparities exist in the engagement of ministries, with some, like Agriculture, Forestry, and Fisheries, showing higher levels of involvement than others, such as Energy and Land-use Planning, and in many cases even the Ministries of Environment during implementation. At the global level, SCALA engages stakeholders through partnerships, events, and awareness initiatives, supported by a Project Advisory Group comprising diverse stakeholders. However, consistent participation from all entities in the group remains a challenge.

Despite the establishment of steering committees at the national level, their functionality varies across countries. Given the need for constant stakeholder engagement, these committees are crucial for effective programme management, but their limited activity raises concerns about SCALA's institutional setup and governance mechanisms. In most countries the Project Steering Committees and Project Advisory Group have not been fully implemented. Improved communication channels and regular interactions facilitated by steering committees are deemed essential for fostering mutual ownership. Although stakeholder engagement has not fully aligned with the ProDoc's expectations, positive outcomes have been observed.

#### Efficiency

The programme's spending is lower than planned at this time, but aligns with the programme’s level of implemented activities, with a total expenditure of 7.590.534,19 USD as of November 2023, representing a burn rate of 34,84%. The lower-than-expected expenditure rate is attributed to delays during the inception phase. The burn rate by outcome shows similar alignment, with Outcome 1 showing the highest burn rate of 37%, indicating significant progress, while Outcome 3 lags with a burn rate of 33.50%; though this burn rate of 33% for outcome 3 may be considered slightly high as activities under Outcome 3 are mostly scheduled to commence in 2024. The reallocation of a substantial portion of the budget to 2024 and 2025 raises concerns about the programme's ability to expend funds each year, especially considering low burn rates in certain countries. While reallocating a higher percentage of the budget to 2025 aims to align with projected expenditure, it poses potential risks that need mitigation strategies to ensure successful execution.

The cost-effectiveness of SCALA's programme implementation demonstrates both efficiency and areas for improvement. Project management costs, accounting for 4.05% of total expenditure as of November 2023, align with budget projections, indicating prudent resource management. Similarly, general management services (GMS) expenditures are within expectations, representing 7.27% of total expenditure, showcasing efficient allocation of resources. The joint implementation model between UNDP and FAO has facilitated cost-effective implementation by leveraging agency strengths. Monitoring and evaluation (M&E) costs, currently at 41% of the budget, also indicate good management of M&E, with expenditures on track for project completion in 2025. Financial management challenges, such as coordinating between UNDP and FAO and managing split finances at the country level, require streamlining to enhance efficiency.

The reallocation of funds based on country performance demonstrates a strategic approach to maximizing impact within budget constraints. However, challenges persist, particularly regarding budget adequacy and financial management. The allocated budget of USD 600,000 per country, while sufficient for planned activities and aligning with the normal allocation for enabling activities, may not meet stakeholders' expectations. This highlights the need for realistic expectations and effective communication to countries on SCALA’s limitations. Furthermore, the dispersion of funds across numerous small activities within countries may hinder demonstration of SCALA's impact.

#### Monitoring & Evaluation

The Monitoring and Evaluation (M&E) framework of the SCALA programme demonstrates comprehensive planning but faces challenges in implementation. The M&E plan adequately covers essential requirements and integrates planning for lessons learned and knowledge generation, a practice often overlooked in similar programmes. Notably, distinct costs allocated for monitoring risks, stakeholder engagement, and gender action plans are commendable, reflecting good practice. However, the Results Framework appears insufficient, with indicators and targets sometimes proving unachievable or misplaced. Additionally, the absence of Mid-Term targets and specific targets for capacity building and gender inclusiveness within the results framework pose challenges to assessing the programme's transformative impact.

Reporting adheres to UNDP and IKI standards, ensuring alignment with best practices. Though reports are submitted on time and high-quality content, they are often long and complex, complicating comprehension for management and donors. This may be related to the fact that SCALA is a complex programme. At the country level, reporting inconsistencies and insufficient detail complicates tracking of progress, particularly in aligning with the global-level results framework. Moreover, while quarterly reporting structures aim to streamline monitoring, they often lack essential information and may not accurately reflect the programme's achievements. Addressing these challenges requires streamlining reporting processes, simplifying templates, and ensuring better alignment with programme objectives and country contexts.

Management Arrangements

The institutional setup of the SCALA programme, fostering collaboration between FAO and UNDP, leverages the strengths of each organization both globally and at the country level. This collaboration is aimed at enhancing the programme's capability to address complex challenges at the intersection of agriculture, climate change, and sustainable development. Despite some challenges stemming from administrative differences between the two organizations, the collaborative model has generally worked well, with responsibilities effectively shared and activities leveraging the expertise of both FAO and UNDP. However, there have been indications of challenges at the country level, where coordination between the two agencies can sometimes be more fragmented, leading to siloed work rather than true collaboration. At the global level, the establishment of the Programme Board and Advisory Group demonstrates a structured approach to strategic oversight, with both bodies providing valuable guidance and recommendations to strengthen the programme's implementation.

Regular joint activities, team retreats, and webinars offered by the global team have contributed to better coordination, understanding of the programme, and sharing of lessons learned between countries. However, concerns have been raised regarding the frequency and duration of regular meetings, with some expressing that the limited time allocated per country impacts the depth of discussions. Moreover, there is room to expand emphasis on learning and capacity as country partners testify that they would like to seem more platforms in SCALA for sharing experiences and lessons learned with other SCALA countries.

Sustainability

Assessing the sustainability of results at the mid-term review stage remains premature, particularly for the SCALA programme, as significant achievements necessary for such assessment have yet to materialize. However, considerations for ensuring sustainability post-project closure are crucial, focusing mainly on factors facilitating or hindering implementation. Key among these considerations is the absence of an exit strategy, a vital component for ensuring sustainability. An exit strategy would outline measures for country ownership, scaling up by stakeholders, and potential avenues for additional donor funding to sustain results beyond the project's lifespan.

Government commitment and support play a pivotal role in the sustainability of SCALA programme results, with countries demonstrating varying levels of engagement. However, challenges persist, such as lower-than-expected engagement across government agencies and uncertainties introduced by political and social contexts, including elections and political conflicts. Additionally, the limited budget allocation to SCALA affects its priority level within government counterparts and country teams, potentially undermining the sustainability of outcomes. To enhance sustainability, efforts to secure new funding through concept notes and investments in monitoring, evaluation, and reporting systems are essential, alongside considerations for a potential second iteration of the programme focusing on scaling up activities and expanding geographic scope.

Lessons Learned, Conclusions, and Recommendations

Despite not fully meeting its ambitious goals outlined in the Theory of Change and Results Framework, the SCALA programme has shown significant progress. Therefore, the overall programme performance is rated **Moderately Satisfactory** with the achievement of Satisfactory or Highly Satisfactory by the terminal evaluation likely.

Table 1 - MTR Ratings & Achievement Summary Table for SCALA

|  |  |  |
| --- | --- | --- |
| Measure | MTR Rating | Achievement Description |
| Project Strategy | N/A | SCALA aligns with Germany’s International Climate Initiative (IKI), UNDP, and FAO goals, aiding global climate efforts by supporting NDCs and NAPs implementation. It also complements existing initiatives, leveraging tools and models from FAO and UNDP. Collaboration with other programmes enhances impact, but more partnerships beyond UNDP and FAO are needed. |
| Progress Towards Results | Objective Achievement Rating: Moderately Satisfactory | SCALA's likelihood of achieving objectives is promising, with evident progress in capacity building and enabling environments. Early indicators suggest progress in translating NDCs and NAPs into actionable solutions. However, success depends on effective SLAs and Concept Notes under Component 3 for climate finance enhancement. |
| Outcome 1 Achievement Rating: Satisfactory | After a slow start, Outcome 1 is progressing well in most countries, with targets being met. Challenges include the new concept of transformative systems change and the need for ongoing capacity building. Despite delays in some countries, stakeholders are satisfied with the groundwork laid for future outcomes. |
| Outcome 2 Achievement Rating: Moderately Satisfactory | Outcome 2 has picked up implementation with multiple countries advancing on milestones related to developing domestic plans and monitoring systems for NDCs and NAPs. However, coherence among multiple systems within participating countries remains a challenge. Globally, SCALA played a role in advocating and disseminating knowledge on climate change mainstreaming in land use and agriculture through various channels. |
| Outcome 3 Achievement Rating: Moderately Satisfactory | Component 3 faced delays due to complexities in engaging the private sector in climate change actions for agriculture and land use. Efforts have included stakeholder mapping and operationalizing the Private Sector Engagement Fund; however concept note development have not started in most countries. Challenges like system coherence, private sector understanding persist, and distrust between governments and the private sector remain. The PSEF, despite initial delays, has made notable contributions in biodiversity and blue economy programmes. |
| Project Implementation & Adaptive Management | Satisfactory | The SCALA programme's expenditure aligns with implemented activities, though it remains lower than planned due to inception delays and the COVID-19 pandemic. Reallocation of funds raises concerns about annual expenditure and risks. Cost-effectiveness is demonstrated in project management and general management services costs, but financial management challenges persist. The Monitoring and Evaluation framework faces implementation challenges, while reporting adheres to standards but can be complex. Collaboration between FAO and UNDP leverages strengths but faces coordination challenges, particularly at the country level. |
| Sustainability | Moderately Likely | Assessing mid-term sustainability for the SCALA programme is premature due to significant achievements still pending. Government commitment varies across countries, with challenges like limited budget allocation and political uncertainties hindering sustainability. Efforts to secure new funding and investments in monitoring systems are important for sustainability. Considerations for a potential second iteration of the programme focusing on scaling up activities and expanding scope are also important. |

The programme implementation has yielded several lessons learned:

1. Bi-modal agency models like that employed by SCALA are an efficient method to maximize UN agencies’ strengths but can be more complicated to deploy at the country level.
2. Complicated approaches need additional time for capacity building and sensitization to ensure full understanding of the programme goals and objectives by all stakeholders.
3. Streamlined and simple M&E is essential for a global programme.
4. Ensuring sufficient time to conduct a baseline is critical and helps direct activities at the country level.
5. Coherence and coordination are important factors to maximize impact of small technical assistance funding.
6. Ongoing dialogue and engagement with all stakeholders is key to continued buy-in.
7. Private Sector engagement for UN agencies is complicated.
8. Clear communication on expectations to the private sector is key to manage expectations.
9. Engaging the private sector at an early stage in the process can yield collaborative approaches throughout all outcomes.

The Following recommendations are proposed:

1. ***PROJECT STRATEGY AND DESIGN: RELEVANCE & COHERENCE***

A1. Define a short, but targeted, partnership plan at the global level with a narrower focus, building on existing partnerships, and a focus on closing gaps in the Theory of Change.

1. ***PROGRESS TOWARDS RESULTS: EFFECTIVENESS***

B1. Recapture stakeholder interest and coordination to enhance support to country activities.

B2. Re-assess stakeholders in the countries and engage those that are key but may be missing.

B3. Enhance Gender across the activities.

* + Use the SLAs for targeted gender mainstreaming.
  + Define a few specific gender indicators and targets for the results framework.
  + Advance engagement with more gender-specific stakeholders.
  + Plan for a short gender outcome analysis.

1. ***PROJECT IMPLEMENTATION & ADAPTIVE MANAGEMENT: EFFICIENCY***

C1. Extend the project until December 2026 to ensure implementation of all activities.

* + Focus extra hands-on support to slow moving countries.
  + Have countries review and (if needed) simplify/narrow their workplans.

C2. Improve the monitoring and reporting framework to better capture the achievements expressed in the Theory of Change.

* + Define a few indicators to illustrate achievements on capacity building, gender, and stakeholder engagement.
  + Improve/simplify reporting templates and requirements from country to global team.

C3. Upscale cross-country capacity building regionally and between stakeholders.

1. ***SUSTAINABILITY***

D1. Devise an exit strategy at global and country level.

D2. Consider upscaling SCALA to SCALA 2.0 that build on existing activities and extends support to a few new countries.

# Introduction

## Purpose and Scope

The **objective** of the mid-term review (MTR) was to assess the intervention logic and progress of the SCALA Programme over a three-year period, inclusive of the inception phase (2020-2023). Through a theory-based approach, the MTR employed a **backward-looking perspective** assessing the performance and results of SCALA since implementation commenced in 2020 scrutinizing how outcomes contributed to the objectives of the targeted components. Additionally, the review team evaluated how the SCALA Programme has responded to the significance of agriculture and food security in UNFCCC negotiations and the international agenda.

The review team also adopted a **forward-looking perspective**, offering recommendations to enhance the immediate next steps of the programme including if changes are needed to the programme model to ensure achievement of the objective. Though only at mid-term, opportunities for scaling up was also explored. The findings are aimed to guide the final half of the programme's implementation set to conclude in 2025.

The review primarily targeted the UNDP-FAO Global Programme Management Unit, the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV), the UNDP and FAO Management and Oversight teams, and the 12 SCALA countries. It adhered with the Terms of Reference (ToR), and the UNDP Guidance for Mid-Term Reviews (MTRs).

## Methodology and Approach

The findings of the MTR are based on a desk review of relevant documents (Annex III - documents consulted), the mid-term exchange workshop that took place in Rome in October 2023, interviews (Annex IV - stakeholders consulted), two online surveys (one for external stakeholders and one for internal stakeholders) and three country visits (Cambodia, Ethiopia, and Costa Rica). **Key Informant Interviews** (KIIs) were conducted both online and during the country visits with implementing partners, the donor, government entities, regional coordinators, private sector stakeholders, academia, and country teams (UNDP/FAO). A total of 75 people were interviewed, of which 21 are women. Two **online surveys** were administered to supplement existing information. The initial survey, crafted during the Global Workshop in Rome in October 2023, aimed to gather additional insights from participants within the country teams. Out of the 23 country team participants targeted, 21 responded, with 24% representing female respondents. Predominantly, respondents hailed from Africa (43%), trailed by Asia (38%), and then South America (10% of responses). Subsequently, a tailored survey was dispatched to external stakeholders, including governmental bodies, private sector entities, academic institutions, civil society organizations, and development partners at the national level across SCALA countries, excluding Argentina. This survey was also extended to global and regional stakeholders, as well as governments in the Private Sector Engagement Facility supported countries. Out of the 123 stakeholders who received the survey, 33 responded. Notably, 24% of respondents were female, with government counterparts constituting 48% of the respondents, followed by academic institutions (21%). Geographically, 42% of responses originated from Asia, followed by 30% from Africa. **Country Visits** to Costa Rica, and Ethiopia have been conducted by the review team as well as a short mission to Cambodia (2days) to gather in-depth information on work plan implementation, financial execution, and stakeholder engagement. Logistics were managed by the review team, with agendas developed in coordination with country teams. Country case study report have been developed as part of the missions. These case studies synthesize information gathered for each section of the evaluation and contribute to the overall evaluation.

Based on the information collected (document review, KIIs, online surveys, field missions), the review team has analysed and triangulated the data to inform the selected indicators and answer the evaluation questions presented in the evaluation matrix (Annex I – evaluation matrix). The evaluators have cross-analysed and triangulated the quantitative and qualitative data assembled based on the results of the various data collection methods.

## Limitations of the MTR

One major limitation of the MTR is its scope and coverage. While viewed as a project, SCALA is, in reality, a global programme requiring a much broader evaluation than the present MTR can cover. With 12 countries, SCALA encompasses a large portfolio. However, it is not possible to cover a review of every single country within the time and budget available. As such, it is easy to miss bits and pieces of valuable information within some of the countries as the review team at times must be selective in what it is able to review. For example, it is not possible to review all 12 countries’ workplans, reporting, baseline analysis, and inception reports in depth given the vast number of documents that also exist at the global level. Therefore, the review team has chosen a random selection of these documents to review for various assessments: for example, country budgeting, reporting or stakeholder inclusion etc. It is only possible to provide in-depth findings for countries that the review team visited. During the country visits, the review team very quickly realized that each country could benefit from a stand-alone evaluation, as many findings for the countries were very country-specific and not necessarily related to the overarching program findings and recommendations. Overall, the MTR will, at best possible, cover overarching findings that are relevant in some countries, but maybe not all, and produce 7–10-page reports for the countries visited.

The MTR produced 2 surveys: one for country staff and one for external stakeholders. While the country staff survey received a high response rate, the external survey had a very low response rate. It took multiple rounds of reminders to get country stakeholders to respond to the survey. This is not unique to the SCALA programme, but a general limitation of surveys. However, this must be considered when using and reading the survey results. Even at a low response rate, answers are relevant and should be considered, and the MTR has thus integrated these when suitable.

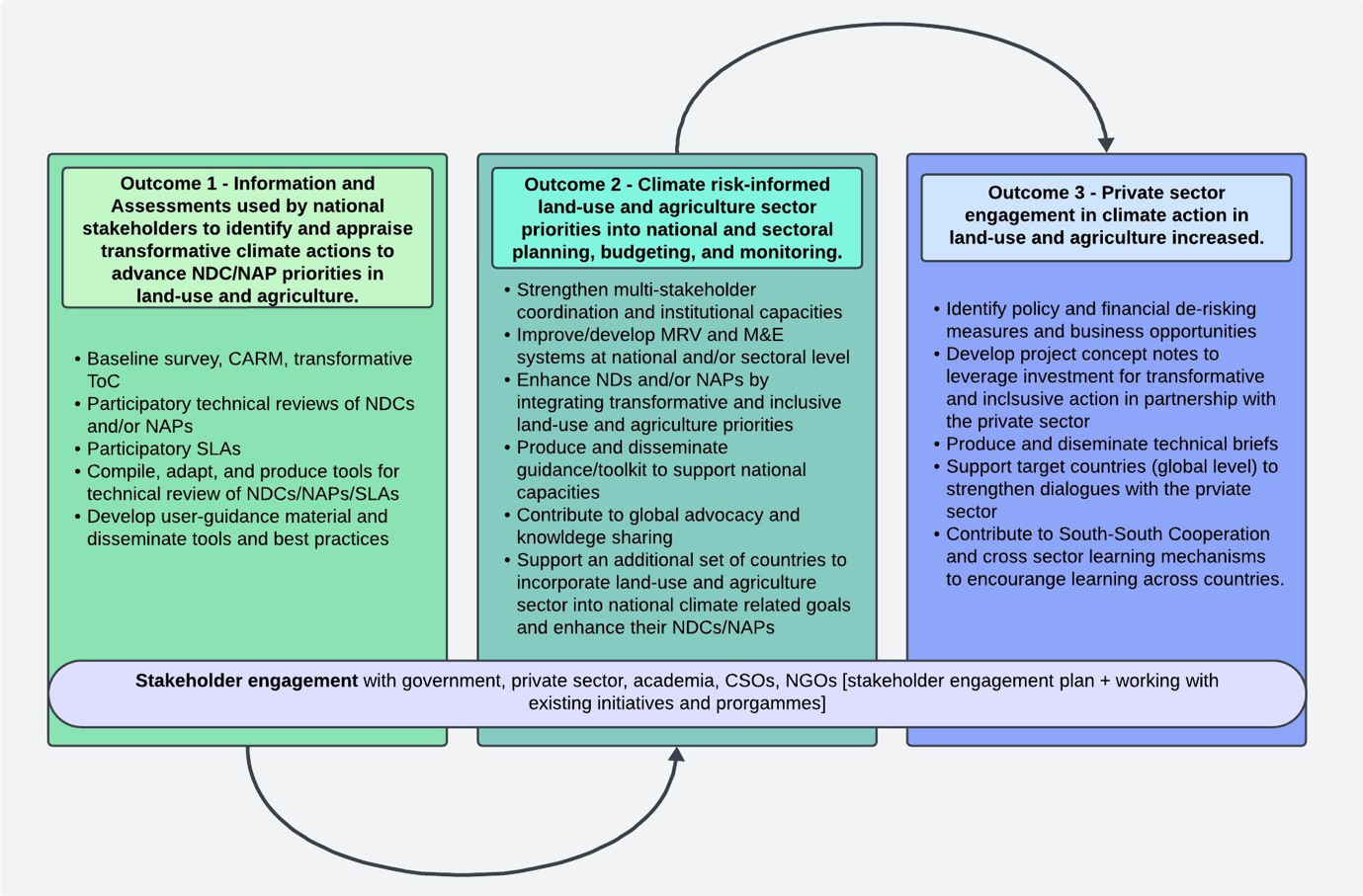
# Project Description & Context

Current ambition levels and action in climate initiatives related to land-use and agriculture, as specified in the Nationally Determined Contributions (NDC) and National Adaptation Plans (NAP), falls short of the necessary measures to limit global warming. Both strategies play a vital role in reaching the critical 1.5°C threshold and bolster adaptive capabilities. The evidence strongly underscores the need for a substantial transformation of agri-food systems to meet climate-related objectives in land-use and agriculture, and as such there is a clear demand for heightened ambition and immediate measures to fully leverage these sectors potential in climate change mitigation and adaptation.

The United Nations Development Programme (UNDP) and the Food and Agriculture Organization (FAO) jointly implement a €20 million programme (2021-2025) funded by the German government through its International Climate Initiative (IKI). This programme, entitled “The Scaling up Climate Ambition on Land Use and Agriculture through Nationally Determined Contributions and National Adaptation Plans” (SCALA), responds to the urgent need for increased action to cope with climate change impacts in the agriculture and land use sectors. SCALA builds upon the achievements of the Integrating Agriculture into National Adaptation Plans (NAP-Ag) programme (2015-2020), also funded by the IKI, which provided support to 11 countries across Asia, Africa, and Latin America to integrate agriculture sector priorities into adaptation planning and budgeting, along with embedding climate change concerns into agriculture planning.

SCALA supports 12 countries[[1]](#footnote-2) across Asia, Africa, and Latin America, assisting them in transforming their NDCs and NAPs into actionable and high-impact climate solutions within the realms of land use and agriculture. The programme is country-driven responding to the specific needs of each participating country and aligning with requests for enhancing NDCs and/or NAPs. SCALA employs a whole-of-government approach through consultations and collaboration with key ministerial bodies such as the Ministries of Agriculture, Environment, Finance, and Planning, as well as Climate Change Coordination units. Through multi-stakeholder engagement, the programme also actively encourages involvement from civil society, academia, and the private sector. Recognizing the significance of NDCs and NAPs, SCALA emphasizes their role in fostering an enabling environment for the development of policies, regulations, and investment strategies that encourage increased engagement of the private sector in climate actions related to agriculture and land use. Moreover, SCALA provides a platform for countries to exchange insights and best practices, with a focus on evaluating impactful climate initiatives, overcoming obstacles to inter-sectoral climate planning, and accelerating the execution of NDCs and NAPs through viable projects and collaborations with the private sector.

Figure 1 - SCALA envisioned process.



SCALA is also committed to advancing women’s empowerment and promoting gender equality in all aspects of its endeavours. This includes the identification and removal of obstacles hindering women’s involvement in decision-making processes and the reduction of the gender disparity concerning access to and control of natural resources.

The programme is designed to achieve three key outcomes:

1. **Outcome 1:** Information and assessments used by national stakeholders to identify and appraise transformative climate actions to advance NDC/NAP priorities in land-use and agriculture.
2. **Outcome 2:** Climate risk-informed land-use and agriculture sector priorities integrated into national and sectoral planning, budgeting, and monitoring.
3. **Outcome 3:** Private sector engagement in climate action in land-use and agriculture increased.

In addition to the 12 countries mentioned above, the programme, through its Private Sector Engagement Facility (PSEF) supports an additional 10 countries[[2]](#footnote-3).

SCALA is co-implemented by UNDP and FAO, however UNDP acts as the grantee from IKI and FAO is the responsible party for UNDP under this project. That is, FAO is responsible for reporting to UNDP on both substantive and financial aspects of the programme as per an agreed work plan and schedule, outlined in the *UN Agency to UN Agency Contribution Agreement*. The Figure below illustrates the institutional framework of SCALA.

Figure 2 - Programme operational structure[[3]](#footnote-4)

A screenshot of a computer

Description automatically generated

# Project Strategy & Design: Relevance & Coherence

## Alignment to donor and implementing entities Strategic Goals and Objectives

### Alignment with Donor/IKI/Germany

The SCALA programme aligns with IKI's priorities and strategies, despite focusing on countries not traditionally within IKI's scope. While IKI primarily targets emerging economies like Argentina, Colombia, Costa Rica, and Thailand, SCALA's also works with Least Developed Countries (LDCs), which is not often an IKI priority. This aspect, however, helps expand IKI's understanding and engagement with non-traditional partner countries, enriching its perspective on climate action. As such, by contributing to global efforts in climate action through nuanced and diverse country engagements, SCALA helps enhance IKI's impact on a global scale.

In terms of IKI’s objectives and strategic orientation, SCALA is aligned with IKI’s priority fields of action across its four funding areas, those mostly aligned with funding area I on “mitigating greenhouse gas emissions (GHG)” and funding area II “adapting to the impacts of climate change”[[4]](#footnote-5). Within IKI's funding area II SCALA promotes the mainstreaming of the Nationally Determined Contributions (NDCs) and National Adaptation plans (NAPs), vertically and horizontally across decision-making levels within the agricultural and land use sector.

Interviews particularly confirm that the project provides the donor with important entry points in the international dialogues and negotiations. On one hand SCALA is good at promoting issues that are relevant to the donors, but also the donor receives up to date information from FAO and UNDP on which thematic areas and issues that are important in the international dialogues. At present, SCALA supports IKI's interest through several thematic support areas that is of interest to the donor:

* Private Sector: The increased interest in private sector development expressed by IKI and Germany underscores SCALA's attractiveness. Private sector engagement is crucial for the successful implementation of NAPs, as it brings necessary resources, innovation, and expertise to climate adaptation efforts. SCALA’s aim to foster partnerships with the private sector demonstrates its responsiveness to IKI's strategic priorities and its recognition of the pivotal role the private sector must play in advancing climate resilience.
* Gender Inclusiveness: SCALA's commitment to gender inclusiveness and a multi-stakeholder model resonates strongly with IKI's values, further enhancing its relevance. IKI values initiatives that prioritize gender equality and promote inclusive decision-making processes involving diverse stakeholders. By integrating these principles into its approach, SCALA demonstrates its alignment with IKI's objectives and its recognition of the importance of addressing gender disparities and engaging multiple actors in climate action.
* Agriculture and land-use: The thematic focus on agriculture and land-use within SCALA introduces a new dimension to IKI's portfolio, diversifying its traditional environmental focus. This strategic shift demonstrates IKI’s adaptability to changing priorities and highlights the importance of cooperation with other governmental bodies, such as the German Agriculture Ministry, in achieving IKI's goals; which is a new linkage made outside the ministry if Environment in Germany. Agriculture plays a crucial role in climate change adaptation, and SCALA's emphasis on integrating agriculture into climate action strategies reflects its commitment to addressing the complex challenges posed by climate change.

To further exemplify the relevance of SCALA to IKI, SCALA is actively participating in events and contributing to key documents within IKI's NDC Support Cluster. This active involvement showcases SCALA's dedication to aligning with IKI's broader initiatives and strategic goals. By engaging with various stakeholders and contributing to the development of key documents, SCALA reinforces its alignment with IKI's objectives and demonstrates its ongoing commitment to supporting IKI's strategic goals. This participation also underscores SCALA's role as a flagship programme of IKI, driving meaningful change in climate resilience and adaptation efforts.

### Alignment with UNDP and FAO

SCALA aligns with the strategic objectives and frameworks of both the UNDP and the FAO:

* In sync with UNDP's 2018-2021 Strategic Plan, SCALA significantly contributes to Signature Solution 4 and Strategic Plan Outcomes 1, 2, and 3. Its alignment with key outputs under these outcomes strengthens its connection with UNDP's overarching priorities, showcasing a robust integration into UNDP's strategic framework. Additionally, SCALA contributes to UNDP’s 2022-2025 Strategic Plan’s outcomes, especially Outcome 1 and 2. Lastly, through its support to NDC and NAP implementation, SCALA contributes directly to the UN Climate Promise; i.e. under the Climate Promise UNDP committed to supporting 100 countries to enhance their NDCs in 2020 and the overall UNDP Climate Offer.
* SCALA seamlessly integrates with the FAO Strategic Framework (2022-2031), including the new FAO Strategy on Climate Change (2022-2031) and its Action Plan (2022-2025). It serves as a critical instrument in delivering FAO's climate-focused strategies and is poised to play a key role in the upcoming Action Plan. This dual role underscores SCALA's strategic importance within FAO's climate initiatives and positions it as a key contributor to FAO's overarching goals in addressing climate change. Additionally, SCALA's involvement in shaping FAO's Strategy on Engagement with the private sector further underscores its role in addressing climate-related challenges and fostering private sector engagement within FAO's initiatives.

Finally, SCALA supports the Memorandum of Understanding (MoU) between FAO and UNDP. The MoU was signed as a contribution to the UNDP Climate Promise and focuses on NDC enhancement in Agriculture and Land-Use. More specifically, SCALA programme supports and contributes to two priority areas of the MoU: i) Priority Area 3: Strengthening collaboration on and supporting countries on advancing agricultural/ecosystem-based livelihood enhancement and diversification ahead of climate and disaster risks including in emergency and post-emergency contexts, ii) Priority Area 4: NDC beyond 2020: Accelerating ambition and action in agriculture and land-use through NAPs and NDCs and contributing to 2025 NDC Enhancement.

## Relevance to Global level priorities

SCALA aligns closely with the objectives of the Paris Agreement; specifically Articles 4, 6, 7 and 13.[[5]](#footnote-6). By facilitating the formulation and implementation of Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs) and supporting countries in enhancing Monitoring, Reporting, and Verification (MRV) systems and transparency efforts, SCALA contributes directly to the global effort to address climate change impacts. SCALA contributes to ensuring that countries receive necessary assistance to strengthen their adaptation efforts and reduce their vulnerability to climate change.

The programme covers specific gaps noted in the international dialogues and helps mainstream key thematic areas from the enhanced NDC as well as the NAPs. As highlighted in the NAP progress report published in 2023[[6]](#footnote-7), the number of NAPs submitted to the secretariat remains low, with only 49 submitted since the process was established in 2010. This underscores the urgent need for enhanced technical support as countries progress in formulating and implementing their NAPs, a gap that SCALA aims to help address by building an evidence base on which NAPs can be supported. Indeed, the Global Stocktake have called for nations to have their NAPs defined and in place by 2025 and implemented by 2030. Furthermore, SCALA’s inception phase coincided with the release of the IPCC AR6 report, which highlighted the urgent need to reinforce adaptation efforts and move beyond planning to actual implementation of the NDCs and NAPs. SCALA's focus on gender mainstreaming and engagement with the private sector, also shows a commitment to align and ensure the implementation of key focus areas evolving from the global dialogues.

During implementation, SCALA has continued to stay relevant to the evolving needs and discourse of the COPs. For example, it aligns with major pledges made at COP26, particularly the Glasgow Leaders’ Declaration on Forests and Land Use and the Global Methane Pledge. Its design is crafted to meet countries’ priorities and aligns with global efforts to curb forest loss, land degradation, and methane emissions. Additionally, SCALA's engagement at the global level with various UNFCCC bodies and global initiatives underscores its proactive stance in advancing climate action. From providing inputs to UNFCCC bodies to participating in global discussions and events such as COP27 and COP28, SCALA remains firmly engaged in the global climate discourse, demonstrating its commitment to tangible change.

Though agriculture historically have not played a significant role in the climate negotiations, it has received more attention in recent years. The signing of the [High-Level Emirates Declaration on Sustainable Agriculture, Resilient Food Systems, and Climate Action](https://www.cop28.com/food-and-agriculture) during the COP28 in December 2023 by over 150 governments signifies an important acknowledgment of agrifood systems solutions as integral to reaching global climate objectives. Here the Global Stock take further underscored the significance of systemic approaches to safeguard food security, eradicate hunger, and mitigate vulnerabilities in food production due to climate variability. These significant milestones reiterate the pressing need for initiatives like SCALA, working at the nexus of climate change and food security through its support to the agriculture and land use sectors.

Besides its alignment with international climate dialogues, SCALA also contributes to the achievement of multiple Sustainable Development Goals (SDGs), including climate action (SDG 13), poverty eradication (SDG 1), food security (SDG 2), gender equality (SDG 5), life on land (SDG 15) and partnerships for the goals (SDG 17). Its multifaceted approach to addressing climate change and promoting sustainable land use and agriculture contributes to achieving sustainable development objectives at the global level.

## Relevance to National context

SCALA’s country selection process has allowed the programme to commence operations in a diverse set of countries where SCALA support may be most needed. As noted in the section on [project design](#_Quality_of_program), the SCALA design team, along with the donor went through a lengthy progress to select the countries to be invited for expression of interest to the SCALA Programme. Particularly, the criteria included the presence of agricultural priorities delineated in NDCs and NAPs, countries' mitigation potential and presence of existing support structures. These criteria helped SCALA target its operations within contexts where its activities are not only relevant but also impactful.

The focus and objectives of the SCALA programme is overall relevant to the national contexts. Interviews conducted for this MTR uniformly agrees that SCALA’s approach is rooted in the needs and priorities of the countries it operates in. Approximately 80% (n=33) of external stakeholders consulted in the online survey attest to SCALA’s responsiveness to the needs and priorities of beneficiary countries. This alignment may be the result of its participatory stakeholder approach during the inception phase, which is highlighted as a key step of the SCALA model to ensure national input on each country’s work plan. A review of 6 SCALA country work plans during this MTR confirms that work plans align with national processes and contribute to priority areas. Interviews and the country visits, further establish the importance of the stakeholder engagement to pinpoint SCALA's areas of intervention within country priority areas. Furthermore, the emphasis on conducting baseline studies have helped enhance SCALA's relevance to the national contexts. These processes facilitated a comprehensive understanding of gaps and needs, thereby informing the design of tailored interventions that address specific country requirements. However, some evidence from the MTR reveals a drop in alignment of the country needs during implementation; largely due to low government engagement, which is often linked to changes in government (See on [factors hindering implementation](#_Factors_Facilitating_or)).

Survey results underscore the interest and responsiveness of governments towards collaborating with SCALA. A significant majority of respondents (80%, n=30), including both governmental and non-governmental stakeholders, express keen interest in working with the programme. This widespread enthusiasm reflects the perceived relevance of SCALA's activities to national needs and priorities, further cementing its significance in the national context. However, it is notable, that interviews and some open-ended answers in the surveys, reveal gaps in continued government engagement at later SCALA stages (see section on [stakeholder engagement](#_Stakeholder_Engagement)), and concern with SCALA's strong focus on soft activities such as policies and analysis.

Despite these strengths, challenges persist in fully engaging all relevant ministries. While SCALA involves key ministries at critical steps to ensure buy-in and alignment, there are obstacles to achieving comprehensive engagement (see section on [stakeholder engagement](#_Stakeholder_Engagement)).

## Coherence and Complementarity with existing interventions

SCALA has adopted a strategic approach by mapping and aligning with various global-level initiatives in the land-use and agriculture sectors to help advance SCALA's objectives. The global SCALA team engages with these initiatives on a regular basis to discuss synergies and alignment. The ProDoc emphasized collaboration with initiatives such as CADRI, Climate Finance Network, Climate Promise, Global Commission on Adaptation, UNFCCC processes, and others, indicating a thorough understanding of the existing landscape. This alignment remains relevant, though not all initiatives are actively engaged at this stage.

During implementation partnerships have been established with multiple programmes, agencies and initiatives including the UNDP Climate Promise, UNDP NDC Support Programme, the NDC Partnership (NDC-P), IKI NDC Cluster, and the Climate Finance Network. With several of these, SCALA cost-shares to develop key studies and deliverables, for example with CFN where SCALA also cost shares on staff in Nepal. SCALA cost shares on staff for climate finance work and with Biofin and upcoming study is developed on synergies with biodiversity finance. Furthermore, SCALA engages with the UNFCCC on technical processes through the Least Developed Countries Expert Group (LEG) and on the Global Goal on Adaptation Glasgow – Sharm-el-Sheikh Work Programme (GlaSS) and the Nairobi Work Programme (NWP).

One of SCALA's key partners is the NDC-P. As a convener on NDC implementation, the NDC-P is a strategic partner that distributes country requests on needs for NDC implementation. SCALA systematically reviews these requests and has responded to several. In Mongolia, for instance, SCALA funds an in-house expert in the Ministry of Environment as part of an NDC-P request. SCALA also participated in NDC-P's Climate Action Enhancement Package (CAEP, which supported countries in updating their NDCs and through the Partnership Action Fund (PAF) technical assistance funds is provided to SCALA for activities in Cote d'Ivoire. Furthermore, in several countries, SCALA country teams note an interaction with the NDC-P facilitators. Globally, the NDC-P and SCALA has collaborated at COP events, with SCALA bringing and presenting its experience from a few of its participating countries; and in 2023 SCALA's work in Colombia was featured in the NDC-P Partnership in Action Report.

However, the NDC-P partnership Plans could have been used to a greater extend in the inception phase of SCALA. NDC-P prepares country partnership plans, which highlights country priority areas and pinpoints countries' needs in terms of NDC implementation. The extend to which these partnership plans were used during the inception phases and work planning as well as the Climate Action matrix reviews within each SCALA country is unclear, but interviews conducted reveal that they may not have been used as widely as they could have been to help inform the CARs. Furthermore, interviews reveal that in the recent year the NDC-P is receiving an increasing amount of country requests for private sector engagement, with a specific focus on concept note development. This may, indeed, present an opportunity for SCALA to enhance its alignment of activities under component 3 with the requests coming through the NDC partnership plans.

SCALA implementation reveals that the establishment of synergies, complementarities and partnerships is a fluid process that requires a great deal of flexibility. Indeed, SCALA has managed this process well. While several partnerships that were envisioned during inception did not pan out in many countries, the programme has succeeded in establishing complementarity and coherence with other activities in all its countries (except for Argentina where operations are on hold).

SCALA is complementary by picking up on gaps in previous activities. In fact, the SCALA project works on a model that builds on or complements existing activities implemented by FAO and UNDP country offices. For example, linkages with the UNDP-NDC Support Programme were made in Cambodia, Colombia, Costa Rica, Nepal, Thailand, and Uganda, SCALA built on the CBIT initiative in Cambodia, Ethiopia, and Senegal, and in Cote d’Ivoire the linkage was made to the NAP-GCF. SCALA also deploys a series of pre-developed tools including the [COP 28 Agriculture, Food and Climate National Action Toolkit](https://www.fao.org/3/cc9049en/cc9049en.pdf) developed under the COP 28 UAE leadership. Furthermore, the deployment of tools developed by FAO and UNDP demonstrate the program's commitment to utilizing pre-existing tools. This includes for example, RECSOIL, SHARP, GLEAM, and NEXT, as well as the Value Chain Toolkit, which was developed as part of NAP-AG.   This provides a certain level of effectiveness and efficiency; both from a point of view where SCALA particularly helps to cover gaps in existing activities, but also in an efficient way of using the relatively small budget that each country receives.

Actualizing synergies beyond UNDP, FAO and GEF projects have fallen short of expectations. The programme’s focus on aligning with FAO and UNDP activities, while beneficial, overlooks opportunities for collaboration with the World Resource Institute and CGIAR, even though they were frequently noted in the ProDoc. Furthermore, opportunities to align with the Forest Carbon Partnership Facility, ProGreen, Ci-Dev, BioCarbon Fund, and other multilateral development bank (MDB) funded activities have not been widely explored. Interviews reveal though, that the dialogue with MDBs is often not very fluid and it has been difficult for SCALA to establish the necessary linkages and ties. Strengthening coordination and sharing experiences is essential to prevent overlaps and enhance the impact of interventions.

To advance synergies on private sector engagement SCALA has begun to explore linkages that can better advance component 3. A Letter of Agreement (LOA) has been signed with the World Business Council for Sustainable Development to develop a ‘climate resilient and net zero’ guidance document. The Sustainable Agriculture Initiative Platform (SAI) has also been engaged, as has the Bill and Melinda Gates Foundation to explore agricultural insurance. These engagements are still early, however, and the results and objectives to be achieved through the linkages forthcoming. The programme also engages with the UNDP Climate Finance Network (CFN), which is increasingly delving into climate finance at the sectoral level, particularly agriculture and forestry. CFN's six work streams[[7]](#footnote-8) provides a comprehensive framework that resonates well with SCALA's objectives, and the two programmes have some geographical overlap. Notably, CFN also works in Thailand, Nepal, and Cambodia, and engages with Small Island Developing States (SIDS), which may be relevant for the second call of the PSEF. Furthermore, CFN extends low-value grants targeting Civil Society Organizations (CSOs) to facilitate climate finance at the local level, aligning with SCALA's commitment to inclusivity and grassroots involvement and several of CFN’s development tools could be deployed to help advance SCALA objectives: such as the Climate Public Expenditure and Institutional Review (CPEIR) Framework, climate budget tagging system, and climate finance framework.

## Quality of programme design

The project design is built on a sound and clear problem and situation analysis and integrates lessons and insights from the previously UNDP/FAO managed programme *Integrating Agriculture in National Adaptation Plans (NAP-Ag)*. The focus has particularly been to ensure implementation of NAP and NDC activities in the agriculture and land use sector – a gap revealed during NAP-Ag, where activities implemented stopped short of implementation on the ground. SCALA thus builds on NAP-Ag’s ‘whole-of-government’ approach to enhance country ownership and engagement in implementing NAP and NDC activities related to agriculture and land-use, with a particular focus on implementation of NDCs and NAPs.

The SCALA programme design embraces a systems approach. This approach involves looking at how various elements interact to create a whole and bring about transformational change. The model focuses on fostering engagement throughout the entire process from inception to implementation and closure of activities within the countries with the goal to promote a comprehensive approach involving government agencies (across ministries) and non-governmental entitles (like CSO, Academia, and private sector). The programme has been strongly promoting and enhancing the engagement of multiple stakeholders in the planning and implementation process to ensure various viewpoints and needs are met, which also drive country ownership. The levels at which this programme has succeeded on this engagement will be further explained in the section on stakeholder engagement (see section on [stakeholder engagement](#_Stakeholder_Engagement)). However, the external and internal survey testifies to high satisfactory levels with this model. The majority of both country staff (18 out of 21) and external stakeholders (21 out of 30) perceive the SCALA design and process demand-driven, indicating that the initiative responds effectively to the specific needs and requirements of the countries involved.

Linking activities under the three outcomes is a logic process to advance the systems approach. That is, pinpointing the exact system that needs to be targeted allows for focused implementation. The program's design with predefined activities, products, methodologies, and guidance ensures some consistency across countries. While this SCALA process works well in some countries – notably those with lower capacity – the process required significant flexibility in others where the enabling environment was already in place.

The program's design reflects a goal to gather lessons from a diverse set of countries to clearly showcase a variety of experiences from the SCALA model, which could potentially be upscaled. I.e. the decision to include 12 countries in the SCALA portfolio was driven by a strategic rationale to test the SCALA model across a diverse range of nations and economies, representing NAP-Ag countries to build on previous outcomes, Least Developed Countries (LDCs), high mitigation countries, and emerging economies with large agricultural sectors. Overall, through this diversity, the SCALA programme has offered valuable insights into how SCALA fits within different economies and have fostered positive interactions at the global level between country teams.

However, the sheer number of countries in the portfolio, while reflecting the global nature of SCALA, poses difficulties in obtaining a comprehensive overview of implementation though; this can be related to the complexity of the reporting as further explained in the section on [quality of reporting](#_Quality_of_Reporting). Managing operations across such a broad spectrum of countries introduces operational complexities, making it challenging to maintain a clear overview of individual country dynamics as well as progress and alignment with global level objectives. During interviews, questions were raised about the optimal portfolio size for a programme of SCALA’s size particularly referring to the relatively low budget allocation in each country.

The project design includes a well formulated Risk Log with mitigation measures and a Social and Environmental Safeguards Plan (SESP) was formulated. Operating mainly at the policy level, the programme was assessed to present moderate environment and social risks, which is an accurate representation of the risks. In addition, each country also conducted and SESP, but overall risks are only monitored and reported by the global team as it is only mandatory at the global level. (see [monitoring and reporting](#_Project_Level_Monitoring)).

## Theory of Change Analysis

As part of the inception phase, the review team conducted a TOC analysis of SCALA’s original TOC. The programme defined a ToC during programme development, which contains key elements of a ToC: i.e., problem statement, barriers, outputs, outcomes, objectives, and an impact (Figure 3). This ToC is aimed at achieving transformative climate actions in the land-use and agriculture sectors, aligning with national climate goals and priorities as determined in NDCs and NAPs. Ultimately, the beneficiaries are defined as national governments. The ToC emphasizes a whole-of-government approach to achieve transformative climate action, recognizing the need for purposive multi-stakeholder engagement and consultation. As such the overall goal and objective of the programme is validly defined as: **“Countries to have translated their NDC and/or NAP into actionable transformative climate solutions in land-use and agriculture with multi-stakeholder engagement.”** This should, eventually, and with other external influence, result in **“transformative climate action in the land-use and agriculture sectors that create an enabling environment to reduce GHG emission and/or enhance removals as well as strengthen resilience and adaptive capacity to climate change.”**

During the design phase, the project design team[[8]](#footnote-9) defined key barriers that prevent these objectives/impacts from being realized. These went through the project design phase and approval. While they are relevant, they have some caveats. However, Barrier 3 on “low level integration of NDC and NAP land-use and agriculture priorities into holistic national processes” is closer to the problem statement than a barrier. Instead, within that barrier the ToC makes note of the “lack of political will to implement NDCs and/or NAPs due to a lack of awareness amongst politicians,” which is more representative of the barrier that prevents integration of NDC and NAP priorities, and which the programme should aim to break. Furthermore, it notes the potential for persisting “cross-sectoral conflicts between ministries when implementing land-based mitigation and adaptation actions”, which similarly lends itself as a better barrier than the presently define barrier 3. Barrier 5 on Insufficient private sector engagement also presents the problem more than the barrier or root cause; instead, it is important to ask, what causes the insufficient engagement, which may be more related to the presence of fiscal risks and lack of incentives for the private sector to be engaged. Finally, the ToC completely miss the barrier that stakeholders may lack the capacity to translate NDC/NAP priorities in land-use and agriculture into actionable implementation on the ground. Understanding how this is done and having access to the tools and knowledge to do so, is a key ambition of the SCALA programme. As such the review team proposes the following:

1. Unpackage barrier three into two separate barriers that the programme addresses:
   * + Cross-sectoral conflict between ministries when implementing land-based mitigation and adaptation actions. This indeed may also be a key root cause for the insufficient cross-sectoral coordination.
     + Little political will to implement NDCs and/or NAPs due to a lack of awareness amongst politicians of the problems addressed by NDCs and/or NAPs.
2. Barrier 5 can be redefined as: Little incentive for the private sector to engage in climate change action.
3. Barrier 6 can be shortened to not include ‘inadequate public/private finance” as this would by default fall under the insufficient investments and is just one way to increase finance from the private sector.
4. A new barrier is added: “Stakeholders lack the capacity and know-how to translate NAP/NDC priorities into implementable climate action.” Indeed, this barrier may be a key root cause for several of the other barriers present.

As currently presented, the TOC shows a linear process from outputs through three interconnected outcomes that contribute to the overall objective and impact. This is fortified by a description on how the outputs relates to associated barriers. Outputs are differentiated between those expected at the global level and country level, however the relationship between these outputs are not illustrated even though they are inextricably linked. Similarly, at the outcome level, the ToC aims to strengthen private sector engagement through all three components, with a particular focus under component 3. However, the connection to the private sector from outcomes 1 and 2 and their associated outputs, is not clear. Given the importance of achieving outcomes 1 and 2 prior to Outcome 3, this linkage needs to be better illustrated.

Some key aspects of the ToC’s focus and the programme’s goals are not illustrated in the achievements through outputs or in the outcomes; yet are clearly described in the original programme narrative. For example, the programme’s focus on a Whole-of-Government Approach and to strengthen coordination between key ministries on land-use planning and agriculture is not defined in the Outputs. There is also no mention of a gender related achievements, despite the ToC’s desire to “contribute to women’s empowerment and gender equality across all activities”. Finally, the achievement of enhanced capacity of Government officials is not clearly illustrated even though the ToC notes the advancement of capacity of government stakeholders to implement NDC and NAP priorities. These aspects are, however, highlighted in the Results Framework both in the shape of institutional level indicators and integrated in programme indicators. For minimal change, without adding additional outputs, amendments to the ToC are proposed as follows:

* As the present objective is a longer-term objective, or can be considered a Medium-term outcome, the consultants propose to add an objective that captures the immediately desired results from the programme, and which capture the programme’s ability to build capacity to correspond with institutional indicators. This objective should capture that the programme deploys a gender lens. This **immediate objective** is suggested to be: *“Countries capacities and enabling environments enhanced to engage in public-private coordination on prioritized and gender-inclusive climate action in land-use and agriculture.”*
* In **outcome 1**, **output 1.1**, **output 1.2**, **outcome 2, and output 3.2** include gender-inclusive throughout to ensure the level of gender mainstreaming is captured in the outputs and achievements.
* **Under output 2.1 (Country).** Include the need for NAPs and NDCs to consider gender equality and empowerment andadd a reference to multi-stakeholder engagement and coordination to ensure that this is captured at output level where it is deployed.

Furthermore, the consultants assess that the ToC is missing significant key pieces that helps define the program’s pathways of change. This includes descriptions of how the activities that feed into producing each of the outputs drives the outcomes. While successfully achieved outputs help lower the barriers, it is indeed the activities put in place that breaks the barrier. Furthermore, the ToC is void on any assumptions regarding what would make the programme successful. Without these key pieces it is not easy to gauge what the pathways of change are that spurs the transformative climate action at the impact level.

There is also a need for the ToC to differentiate between where the programme can measure control and where it merely has influence on change. I.e., the programme’s **sphere of control** represents what it can directly manage and influence, while the **sphere of influence** encompasses elements that, while not directly controlled, can be shaped, and affected through strategic actions and collaboration. The ToC accurately depicts that synergies at both global and national levels with other programs and initiatives with similar goals play an important and relevant role in advancing the overall impact. These players come in at various levels of the ToC influencing the overall Pathways of Change. However, given the constantly changing landscape of programmes of similar character, it is not necessary to depict every single programme.

Given these considerations, the following four pathways of change are identified:

* + - 1. Enhancing public/private sector capacity and coordination by equipping them with tools that help mainstream and integrate prioritized climate action in land-use and agriculture.
      2. Through a whole-of-government approach SCALA, builds consensus on climate action in land use and agriculture to develop an enabling environment for translating countries land-use and agriculture goals into actionable and transformative climate solutions.
      3. Through the preparation of concept notes targeted at countries’ priority areas SCALA leverage funding and design climate solutions in land use and agriculture that drives the transformational change.
      4. Through partnerships with other global and local initiatives and programs, the programme seeks to establish a unified and coherent approach to transformative climate action in land use and agriculture.

In the absence of the assumptions, the following assumptions are proposed and illustrated in the figure:

* **A1. Government commitment:** The success of the programme assumes sustained commitment and active participation from government stakeholders, which may be subject to political changes and competing priorities.
* **A2. Private sector interest:** The private sector is interested in aligning their actions with transformational climate action and has sufficient capacity to support climate action on land use and agriculture.
* **A3. Cross-sectoral collaboration:** The effectiveness of the whole-of-government approach relies on seamless collaboration across sectors, which may face challenges in practice.
* **A4. Multi-stakeholder engagement:** The success of SCALA assumes that stakeholders will collaborate, and that the Government is open to bringing in a variety of stakeholders in the planning process including vulnerable and marginalized groups.
* **A5. Innovation and openness:** The success of transformative actions to drive systems change assumes that countries will adopt innovative and new approaches and behaviors to address climate change challenges.

Based on the above analysis, the review team constructed Figure 2 below. While many of the existing elements of the reconstructed ToC will stay the same, indicating that the original SCALA ToC was relevant, the consultant suggests some modifications to the outcomes, outputs and barriers, differentiation between the Sphere of control and Sphere of influence, as well as addition of assumptions and pathways of change. This is all shown in the diagram below, with specific changes vis-a-vis the original ToC illustrated in red. The reconstructed ToC was reviewed and validated by the Global Project team during the inception phase and is being used for the assessment of effectiveness.

Figure 3 - Theory of Change

A diagram of a diagram

Description automatically generated with medium confidence

# Progress Towards Results: Effectiveness

## Outcome analysis

The SCALA programme is on its way to achieving its determined targets, but at mid-term still lags under each component, while the project document was signed in 2020, the first year focused on developing the countries workplans. For instance, while the target value for the application of climate-related assessment tools to NDCs and NAPs was set at 12 countries, only 4 countries have achieved this milestone thus far. Yet, as further detailed in the analysis below (section on [Outcome 1](#_Outcome_1)), the target is higher at the country level, as the SCALA approach has slightly drifted away from the original results framework to adapt to countries’ needs; i.e. more than one assessment is done in some countries yielding in all 9 assessments.

In terms of the adoption of participatory approaches and public-private collaboration models, the cumulative current value stands at 5 countries out of the targeted 12; this includes three MRV/M&E systems implemented and 2 guidelines disseminated to policy makers. Under component 3, 2 out of the targeted 12 countries have adopted public-private collaboration models to implement transformative or innovative land-use or agriculture priority climate action. See Annex II – progress towards results matrix for a complete overview of achievement of targets.

Despite the delay in achievement of targets, caused by the slow beginning, the MTR overall assesses that activities are under way in each country (except for Argentina), and there is high commitment to advance on the targets in the remainder of the programme implementation. The analysis below further explores the factors contributing to both successes and setbacks, providing insights for refining strategies and enhancing outcomes within the SCALA programme.

### Outcomes 1 and 2

#### Outcome 1

**Outcome 1** is on track to be achieved with multiple barriers of the theory of change being broken down. Key barriers that are being supported through the implementation of outcome 1 is the ‘limited generation and application of information to identify transformative climate action,’ insufficient coordination and capacity for cross-sectoral planning and implementation of climate action’ with multiple sub-barriers resulting in these.

Under **indicator 1.1.,** which focuses on national-level system assessments, positive progress towards the achievement of the expected targets has been made. Initially, in the results framework the SCALA team had set the target of one SLA per country (i.e., 12). However, as the approach evolved to better align with each country’s needs, 9 analysis assessments were conducted and validated[[9]](#footnote-10) and ten more are underway[[10]](#footnote-11). While some countries opted for a holistic approach with one SLA, others chose more specific assessments (in some cases to contribute information to a broader ongoing initiative), which does not necessarily align with the SLA approach. For example, in Costa Rica, an analysis of forest cover losses and gains was conducted using the Monitoring of Land Use Change within Production Landscapes (MOCUPP) tool. In addition, using a more hands-on approach Costa Rica piloted the implementation of the RECSOIL tool to measure carbon capture in soils. Similarly, in Mongolia, the RECSOIL is being used to analyze the impact of the livestock tax law on carbon sequestration in soils. This demonstrates the flexibility and adaptability of the SCALA team and the programme model overall, but also highlights flaws in the design of the initial results framework which took a more one-glove-fits-all approach.

These analyses have, however, helped generate baseline knowledge and information feeding into an enabling environment and supported the generation of an evidence base implementation of climate action in agriculture and land use. In Uganda, the SLA identified local-level adaptation and mitigation solutions in mixed farming systems across the cattle corridor. These solutions will be integrated into district development plans, contributing to the implementation of NDCs and NAP. This analysis, combined with considerations of gender and livelihood impacts on pastoralist communities, will generate recommendations to enhance adaptation and mitigation through improved pastureland management, which in turn will inform the enhancement of the NDC. In Colombia, five risk and vulnerability assessments were completed, providing valuable tools and indicators for managing and monitoring climate risks in agricultural sub-sectors. Furthermore, in Costa Rica, MOCUPP helped refine in country data on crop mapping and land use, and the findings of the RECSOIL pilot will be disseminate to country stakeholders in February 2023 to inform potential further upscaling and use of the tool. In Cambodia, the crop mapping dissemination has led to further interest in scaling the mapping to other crops.

Findings from interviews and survey results also highlight the positive utilization of various tools under **Indicator 1.1.A** showing direct support for **Outcome 1: Information and assessments used by national stakeholders**.In many countries, the Climate Action Review (CAR) Matrix developed has been a highly useful tool to help pinpoint the exact entry points for SCALA. Though not used in all countries, interviews and survey responses confirmed suitability of the tool as well as the overall stakeholder engagement process under which it was applied. In addition, given SCALA’s high coordination and coherence with other programs, the diverse range of tools offered to countries through SCALA was noted. This includes RECSOIL, SHARP, the NDC Tracking Tool, the ABC Map Tool, EX-ACT, and FAO-UNDP’s Toolkit for Value Chain Analysis and Market Development Integrating Climate Resilience and Gender Responsiveness. These tools have been employed with support from experts across UNDP and FAO.

However, several challenges emerged throughout the implementation process of Outcome 1 at the national level. Transformative systems change remains a new and evolving concept, necessitating ongoing sensitization efforts to national stakeholders. Limited understanding of the intricacies of SLAs and their proper execution underscores the need for capacity building and sustained follow-up, which can be time intensive. The global team had to organize several internal capacity development events and provided close support and technical guidance to sensitize both national stakeholders, but also the country teams. Consequently, the inception phase of the project required considerable time in some countries, with durations stretching up to a year.

Despite these challenges, respondents consulted during the evaluation process still consider the time invested to be worthwhile, and express satisfaction with the current progress overall, and feel that activities under component 1, even if they took longer than planned, have helped lay a solid foundation important for the success of subsequent outcomes, particularly outcome 3.

Moving forward on the SLA process, it is important to address certain key considerations highlighted by respondents and acknowledged in the 2023 SCALA annual report. Once the SLA is completed, there is a need to simplify the documents and package the findings produced under Outcome 1 in a manner accessible to stakeholders at all levels. Concepts, tools, and methods deployed by SCALA are still often seen as highly complex with significant needs for explanation and training. As such, advancing the results of component 1, would include further clarifying the concrete implications of the findings and organizing meetings to raise awareness and promote sensitization on transformative actions. This would also further help break down the barriers of the Theory of Change that prevent advancement. Without robust communication plans and effective knowledge dissemination strategies, there is a risk that the valuable insights from the SLA and other analysis may remain underutilized.

Additionally, lessons learned emphasize the importance of clarity and consensus on how the findings and recommendations of the analysis will be utilized at the planning or conceptualization stage. Given that different stakeholders may interpret and use the assessment results differently, clearly defined objectives and target audiences are essential to ensure that the information is appropriately packaged and disseminated. These steps will be important in maximizing the impact of the SLA and advancing transformative climate action within SCALA.

**Indicator 1.2.A** focuses on the production and adaptation of tools and guidance documents aimed at facilitating NAP and NDC review, integration, or SLA, including gender analysis at the national level. With an expected value of 3 and a current value of 2, this indicator is expected to be achieved by the end of the programme.

Notably, the Climate Action Review (CAR) tool developed by the global team and applied at the country level, comprises a hybrid (online and offline) resource with an accompanying handbook. The tool has proven adaptable and has been significantly refined over the past year with improvements made based on lessons learned from its initial implementation. As noted above, though not used in every country, the CAR has been a helpful tool in pinpointing entry points. In countries where the tool was not applied, stakeholders note that it was not needed because the countries were already advanced and had designated priority areas for NDC mainstreaming in agriculture. This was particularly the case in Costa Rica. However, based on the field mission, the evaluators conclude that despite considerable progress in Costa Rica, application of the CAR may still have been useful as some current activities at present seem to run counter to government priorities.

Through the application of the CAR tool, countries have identified key systems for focus, encompassing landscapes and value chains. Examples include forestry management in Cambodia, forest strips in arable farming areas in Mongolia, and cattle corridors in Uganda, among others. Interviews conducted highlight respondents' satisfaction with the value chains selected through the CAR tool, affirming its relevance and usefulness in aligning with each country's specific needs. This endorsement indicates a clear effectiveness of SCALA's tools in guiding comprehensive climate action strategies at the national level.

In addition, a forthcoming publication on utilizing the Nationally Determined Contribution Expert Tool (NEXT) to evaluate the climate mitigation impact of national strategies is set to be published in 2024.

#### Outcome 2

Considerable progress was achieved under **Outcome 2** in 2023 in comparison to 2022, with a particular focus on stakeholder engagement (**indicator 2.1.A**) and monitoring systems (**indicator 2.1.B**). In 2023, six countries (Cambodia, Colombia, Cote- d'Ivoire, Ethiopia, Thailand, and Uganda) reached significant milestones by adopting whole-of-government, participatory approaches to develop domestic plans, policies, budgets, and monitoring systems necessary for implementing NDCs and NAPs. The level at which these were gender-responsive is arguable and would require a dive into each final plans to assess if the mainstream gender and track on gender indicators. Examples of the progress is shown in Box 1. Additionally, Nepal is undergoing a capacity gap assessment for integrating NDC and NAP priorities into planning and budgeting for Agriculture Knowledge Centers and Veterinary Hospital and Livestock Service Expert Centers (VHLECs).

Building on the work laid in 2022 regarding stakeholder engagement, SCALA emphasized the importance of multi-stakeholder collaboration across its activities to ensure informed and effective climate solutions. This included e.g. organizing a training-of-trainers (ToT) series on Effective Collaborative Action (ECA) methodology in collaboration with UNDP’s Food and Agriculture Commodity Systems (FACS) team, integrating sessions on multi-stakeholder collaboration and systems leadership into iMRV trainings in Uganda, and contributing to the design of a Diploma in “Food Sustainability for Climate Action” in Colombia. Moreover, in Costa Rica, SCALA supported the revision of a Roadmap on Gender and Social Inclusion for Women Livestock Farmers, enhancing the current reporting system of the Livestock NAMA.

|  |
| --- |
| Box 1. Mainstreaming NDC and NAPs in National Policies   * Cambodia, SCALA facilitated the drafting and validation of the Climate Change Priority Action Plan (CCPAP) for the Agriculture, Forestry, and Fisheries Sector. * In Colombia, SCALA supported the approval and adoption of the Public Policy for Integrated Climate Change Management in the State of Cundinamarca 2023-2050. * In Cote d’Ivoire, SCALA provided technical inputs for the finalization and validation of the National Adaptation Plan (NAP). * In Ethiopia, SCALA collaborated with the Ministry of Agriculture to identify barriers for Climate Smart Agriculture (CSA) uptake. * In Thailand, SCALA aided in formulating and endorsing the revised Climate Change Action Plan on Agriculture (CCAPA). * In Uganda, SCALA facilitated the adoption of the Agricultural Long-Term Low Emissions and Climate Resilience Development Strategy by the Ministry of Agriculture. |

As of mid-term, 3 of 12 MRV/M&E systems have been supported under **Indicator 2.1.B** in direct response to the barrier on a ‘lack of country-level information systems for systematic learning, monitoring and evaluations.’ A lot of MRV support is advanced through SCALA’s coherence with previous and ongoing projects within the countries. In Cambodia and Ethiopia e.g. coherence have been established with the FAO GEF-funded initiative "Capacity-building Initiative for Transparency in the AFOLU sector (CBIT-AFOLU). In Cambodia, SCALA is building on CBIT facilitating the development of an M&E system hardware and interface, with subsequent training planned for government representatives. This will be aligning with the CCPAP noted above, to help monitor its implementation and report to the national NDC. In Ethiopia, capacity building trainings have been done as an extension of CBIT-AFOLU.

Furthermore, in Mongolia SCALA is involved in developing an MRV system for an NDC Investment Roadmap in the agricultural sector and provided technical assistance to data enhancements mechanisms and on national greenhouse gas inventory preparation. Ongoing efforts in Côte d’Ivoire, Ethiopia, Senegal, and Uganda include assessing current MRV and M&E systems, supporting project proposals for transparency reports, organizing technical workshops, and providing training on MRV tools. The support of SCALA in these areas was validated during the MTR, with 35% (n=28) of survey respondents indicating significant strengthening of tracking and reporting systems for climate action in agriculture and land use, and 28.5% reporting moderate improvement. The number for this outcome may still lie relatively low as support to MRV and M&E is still only under way in most countries, and not yet achieved.

**Indicator 2.1.C** focuses on the number of Nationally Determined Contributions (NDCs) and/or National Adaptation Plans (NAPs) that have been enriched with updated land-use and agriculture priorities, along with gender-responsive targets. The target value is set at 12, but as of now, annual reports do not provide any information on this indicator as activities under this indicator are planned towards the end of SCALA. With that being said, some of the other activities may very well be able to feed into this indicator, but more notably in the upcoming round of NDC enhancements. Also, the MTR notes that Mongolia has received technical input from SCALA for formulating the NAP, which relates to this indicator.

**Indicator 2.2.A** focuses on the development and dissemination of guidelines for integrating land-use/agriculture into government policy, planning, budgeting, and M&E/MRV processes in the 12 countries. The target value is set at 5, with the current value standing at 2.

In 2023, significant efforts were made to advance this indicator. A guidance paper titled ‘Using Sustainable Development Goals metrics to assess progress towards the Paris Agreement global goal on adaptation’ was published, providing valuable insights into assessing progress towards climate resilience. Additionally, a webinar titled ‘Building Effective Monitoring, Evaluation and Learning Systems for Climate Resilience’ was co-organized with UNDP’s Adaptation Pipeline Accelerator (APA), enhancing knowledge and capacity in climate resilience monitoring and evaluation. Training resources addressing agriculture in National Adaptation Plans (NAPs) were published in June 2023 with the aim to improve sector-specific understanding of the NAP process and facilitating the formulation and implementation of NAPs at the country level.

Significant progress has been made on **Indicator 2.2.B,** which focuses on the dissemination of reports, thematic briefs, submissions to UNFCCC, PowerPoint presentations, and case studies on Nationally Determined Contributions NDCs and NAPs to the NDC and NAP communities, as well as wider agriculture/land use and climate change practitioners. The target value is set at 10, with the current value standing at 9 which indicates the likelihood of reaching the target by the end of the programme. It is highly likely that the progress on this indicator is as advanced as it is because it is managed and implemented by the global team, and mostly focused on knowledge and awareness sharing. It is not as reliant on external factors which may delay its implementation.

Under this indicator, SCALA has indeed contributed significantly to global advocacy efforts both during 2022 and 2023. In 2022 the programme played a significant role in multiple events presenting the Sustainable Development Goals (SDG) metrics to measure progress on global adaptation goals, engaging dialogues about transforming agrifood systems, and discussing the integration of agriculture in national adaptation priorities. Capacity-building sessions on incorporating gender considerations in planning and budgeting for the implementation of Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs) was also developed and deployed. SCALA organized sessions and side events at key events like NAP Expo 2022 and COP27, focusing on transformative climate action and multi-stakeholder collaboration, and contributions were highlighted in the FAO submission to the UNFCCC Global Stocktake, highlighting advancements in NDC/NAP implementation. In 2023, SCALA continued fostering learning among partner countries and contributing to global advocacy for transformative climate action at events such as the Global NDC Conference, regional climate weeks, and COP28. Work has been featured in publications launched at COP28, including the COP28 Agriculture, Food, and Climate National Toolkit and a paper on FAO's adaptation efforts.

The prioritization of activities within Outcome 2 posed challenges due to the diverse range of targets and the need to complement existing governance initiatives beyond Agriculture and Environment ministries. This complexity, particularly evident in budget integration, MRV, and M&E, necessitated coordination among various stakeholders, occasionally leading to delays and disagreement. Additionally, often limited knowledge and tools at the country level hindered progress in these areas and required additional time for building institutional capacity.

Furthermore, one challenge has been to determine coherence amongst multiple systems within the participating countries. The MTR reveals that in many countries, numerous initiatives and systems focusing on M&E and MRV operate concurrently, which have caused some conflict in some countries. For example, in Costa Rica there is some discussion between Government Counterparts and the SCALA team on the application of SCALA tools and protocols for monitoring GHG emissions and crop mapping whether these tools align and/or overlap with existing government protocols and tool. Establishing a comprehensive system requires thorough mapping and coordination among different actors and activities.

Navigating as well as securing buy-in and participation of key stakeholders have at times been challenging under this component and to some extend the barriers on ‘cross-sectoral conflict between ministries’ as well as ‘little coordination for cross sectoral planning still persists’. As noted in the section on stakeholder engagement, at times this is not comprehensive, and most often it is only a few key government stakeholders that have been engaged. However, budget integration has demanded engagement with Finance ministries, while MRV and M&E required coordination with broader transparency initiatives at the country level. To address these challenges, SCALA is collaborating with other UNDP teams to leverage expertise and tools on budget integration and climate finance; notably, the CFN as noted in the section on Coherence, which works on both transparency and budgeting. Additionally, the team is strengthening its MRV specialists at FAO and providing in-person and virtual trainings and technical support to address capacity gaps and ensure progress towards Outcome 2 objectives.

### Outcome 3: Private Sector Engagement

Efforts are underway to engage the private sector across all programme components, emphasizing private sector stakeholder mapping, capacity development, and operationalizing the PSEF. As such the programme is actively working towards breaking the two barriers identified in the TOC: i.e. ‘Insufficient identification of investment among NDC and NAP priorities,’ and ‘Little incentive for the private sector to engage in climate change action.’

Financial analysis is being conducted to highlight the advantages of climate-related investments, with the purpose to act as a catalyst for private sector participation. De-risking initiatives and innovative financing mechanisms such as equity funds and new instruments are also being explored across the portfolio to help address the high-risk nature of agriculture investments with developments in two out of a target of 12 countries (**Indicator 3.1.A.**). For example, in Costa Rica, a market analysis has been carried out on the potential for ‘bovine meat free of deforestation’ to assess its potential in the national market, this is coupled with a certification system of livestock that is deforestations free, which builds on the MOCUPP monitoring of crop movement and deforestation. This scheme also works with an add-on that has helped empower women and provide them with more knowledge on farming practices, planning and management. The certification systems is planned to be validated by key stakeholders in February 2024. In Colombia, guidelines for a Certificate for Agriculture Adapted to Climate Change identifies risks, impacts and potential solutions for transformative adaptation in agriculture, and efforts in Nepal and underway. It is arguable how much these activities can be considered de-risking strategies as envisioned through the Theory of Change. However, as with previous components, these activities are selected according to countries’ preferences. Furthermore, Interview note that establishing ties with development banks to settle on equity and de-risking funds have been difficult overall.

Concept note development (**indicator 3.1.B**) has generally not commenced yet, but the path has been laid. Particularly the SLA’s and stakeholder mapping have helped pinpoint the key areas of support in most countries (e.g. Ethiopia, Senegal, Colombia, Costa Rica, Egypt, Uganda is well underway) but in other countries, the private sector components still need more groundwork. Actual conceptualization of concept note development has started in Egypt and Côte d'Ivoire.  Both interviews and testimonies from the surveys reveal that the logic behind the SCALA model – i.e. working through the three components – works well in targeting private sector focus in component three. This was also observed during the filed visits, where several interesting points arose, which could present as good concept notes. For example, in Costa Rica, the development of a Payment for Result (PFR) Pilot using RECSOIL could, if successfully accepted, be upscaled through private sector finance. Particularly as current private sectors are highly engaged in this pilot.

Country teams raise some concern regarding the concept note development, particularly with regards to the potential for reputational risk if funding for the concept notes is not identified. Though, the programme is exploring the multilateral funds for private sector concept note development in some countries (e.g. in Senegal) most countries do not know yet how the concepts they would develop would ultimately be funded. Interviews during the MTR further reveal that there is not much evidence pointing towards the sustainability of the concept notes once the SCALA project ends, which is a key concern for country teams and counterparts. This heightens reputational risk significantly for UNDP and FAO country staff, who will be engaging stakeholders in the concept note development and thus may raise expectation on potential financing and realization of the concept.

Understanding private sector engagement was more challenging than initially expected which particularly delayed commencement of Component 3. Neither UNDP or FAO had institution-wide guidelines on how to interact and engage with the private sector, which required a learn-as-you-go approach and the unforeseen development of guidance material to support country teams on component 3. A particular challenge highlighted was that the climate change language does not always align with private sector priorities and language. This was, however, recognized and to help bridge it, the language of SCALA has been refined to better appeal to the private sector, demonstrating adaptability and responsiveness to private sector needs. Furthermore, to enhance the private sector component, UNDP, and FAO staff with private sector experience at the global level was deployed and a Private Sector Engagement Strategy as well as a comprehensive guiding brief on Private Sector Engagement was developed as part of **indicator 3.2.A**., offering detailed guidelines for engagement across all three programme components. Three more guidance briefs are forthcoming under this component to complete one 4-part guideline on engagement with the private sector on climate change in agriculture and land use thus meeting the programme target. Furthermore, in collaboration with the World Business Council on Sustainable Development (WBCSD), the “Climate Resilience and Net Zero Guidelines for the private sector” was also published.

A significant barrier, yet not highlighted in the ToC, revolves around the prevalent distrust between government and private sector entities. Conversations with local companies in some SCALA countries reveal skepticism about their government's capacity to effectively address climate-related risks. This skepticism is rooted in challenges such as slow decision-making, insufficient incentives for sector-specific investments, and a perceived lack of government capacity for on-the-ground actions. Additionally, some countries lack platforms for the private sector to voice concerns and engage in transparent discussions about climate change actions. While the SCALA programme indeed aims to establish an enabling platform to alleviate this distrust, the MTR reveals that, as of now, this distrust remains, and it may remain as a barrier for SCALA to establish a significant enabling platform. Interviews conducted for the evaluation confirm the existence of friction and distrust between engaged private sector stakeholders and their government counterparts in several SCALA countries.

Another challenge lies in SCALA’s model to focus on soft activities rather than on the ground active implementation. Both the survey conducted, and interviews reveal that engaging the private sector requires clear action and results on the ground. Many country stakeholders noted that SCALA mostly focuses on soft work related to policies and some training, building MRVs etc. However, the private sector wants to see actual pilots and projects on the ground that produce tangible results before they invest more. The implementation of demonstrations and pilot projects is identified as a crucial strategy to attract private sector interest. Practical demonstrations on the ground help mitigate investment risks, fostering confidence among private investors and encourages their sustained involvement beyond the programme duration. One clear illustration of where SCALA has actively engaged the private sector, and realized private sector co-financing is in Costa Rica where two Private Sector Co-ops have added their own funding to ensure the results of the SCALA pilot was achieved (See Box 2). This example also provides insight into SCALA’s ability to set up public-private partnerships (PPPs) where public funds support private sector achievements on climate change priorities in the agricultural sector.

Though initially delayed, The Private Sector Engagement FUND (PSEF) has been established. Delays were due to agreeing on the modalities for the Fund’s establishment. As of October 2023, it had successfully completed one funding cycle for Least Developed Countries (LDCs) and initiated a second call for proposals, focusing on Small Island Developing States (SIDS) and middle-income countries (**indicator 3.3.1**). From the first call, support has been completed in two countries (Sao Tome and Principe) with ongoing work in three other countries (Somalia, Solomon Islands, and the Gambia). Notably, the delay in the remaining countries is primarily due to difficulties in recruiting consultants. Work in Niger has been halted given the military coup. In its second call, nine countries have applied for support with six countries having completed scopes of work (SOW): Belize, Djibouti, Equatorial Guinea, Grenada, Uzbekistan, and Zambia.

|  |
| --- |
| Box 2. Co-financing through PPPs in Costa Rica  In Costa Rica, the SCALA Programme has implemented a pilot in 45 livestock and dairy farms to measure re-carbonization of soils with the goal to check the viability of such pilot in a payment-for-results (PFR) scheme. That is, the project has deployed FAOs RECSOIL tool to measure the carbon content in the participating farms. Two protocols were developed to help assess the farms’ ability to capture carbon.  Protocol 1. a visual assessment of good practices that increase carbon capture implemented annually.  Protocol 2. Requiring sampling and analysis of the soil to assess carbon levels implemented every two years.  A baseline of the pilot was carried out in all 45 farms in 2023, which yielded rigorous data on the soils carbon levels in the farms.  While SCALA supported the pilot through training of the tool as well as connecting the project to the PFR which is managed by FONAFIFO in the Ministry of Environment, ICAFE and Dos Pinos staff ensured the implementation of the pilot in the farms, while the University of Costa Rica carried out the soil analysis. Furthermore, the cost of the analysis of the soil (about USD 11,600 or CRC 600,000) was covered by Dos Pinos and ICAFE. |

Despite the modest funding, the PSEF's impact is substantial, contributing to larger private sector initiatives and addressing gaps in feasibility and value chain assessments crucial for NAP and NDC implementation. The $50,000 funding has proven attractive to LDCs as well as SIDS and even middle-income countries indicated through the interest shown during the calls for proposals. The PSEF has indeed led to successful initiatives, although adjustments, including budget increases to $100,000 for specific projects, have been necessary. Notable achievements include advancing bio status goals in São Tomé and Príncipe, supporting a $63 million blue economy programme in Somalia, and linking to a $16 million rural electrification initiative in the Solomon Island. Ongoing discussions explore potential budget increases, particularly for middle-income countries in the Caribbean.

While initially not central to the program, the importance of the private sector engagement is expanding, and now seen as crucial to achieving the program’s overall objectives and goals and there is a clear need to speed up implementation and ensure the engagement suits the needs of the countries. Component 3 is identified as especially important to the implementing agencies as well as the donor, and relevant to most of the respondents in the survey as well as through interviews, but it is also considered complex, and it will take time to achieve.

## Achievement on Gender Mainstreaming and Social Inclusion (youth engagement)

Marginalized groups have started to play an increasingly larger role in the global dialogues on climate change, with gender equality taking having a central focus, followed by youth engagement, and inclusion and consideration for disabled people; SCALA presently does not have any focus on the latter group of vulnerable populations. In addition, the MTR assesses little consideration and inclusion of Indigenous People Groups, with the exception of in Colombia, where the link to Indigenous Populations are made. Both in Stakeholder Engagement during inception and during implementation of the activities. The Risk Log, however, notes the potential for involvement of Indigenous Peoples, and several of the participating countries include Indigenous People Groups (Ethiopia, Uganda, Nepal, Thailand).

In alignment with IKI’s ambitious gender Strategy, the SCALA programme design pays attention to gender and social inclusion (GSI) illustrating the commitment to closing the gender gap in both climate change and agriculture. The programme acknowledges the importance of addressing gender equality and social inclusion gaps in the agricultural sector when mainstreaming NDC and NAP priorities. The ProDoc includes gender equality and women’s empowerment considerations, which leverages previous efforts in gender and adaptation planning, drawing on – amongst others - the achievements of NAP-Ag and the UNDP NDC Support programme. Furthermore, at the early implementation stage and during the selection of countries, questions on gender mainstreaming in governance (policy, strategy, and MRV) within the agricultural sector was integrated in the standard questionnaire shared with countries during the expression of interest stage to assess the level of gender in existing policies within countries.

Gender considerations is mainstreamed across all three components to ensure that climate solutions are designed to promote gender equality and women’s empowerment (Figure 4). Working within the policy and governance space, SCALA specifically contribute to GSI through ‘climate actions, policies, and plans that protect against social and gender discrimination and advance equality’.[[11]](#footnote-12)

Gender inclusivity is integrated throughout the results framework within each Outcome/Output, which refers to ‘transformative, *gender-responsive* climate actions’ that prioritize women and men and setting targets that include gender analysis, increased participation of women and men in countries’ decision-making, and national MRV systems that integrate sex-disaggregated data. However, measuring the actual gender mainstreaming from these indicators and targets is difficult because the gender mainstreaming will largely be hidden within the products that SCALA supports. In other words, while gender is mentioned frequently in the results framework, there are no gender-specific targets within any of the outcomes determining the exact impact that SCALA wishes to have on women empowerment. While referring to ***transformative-gender responsive climate action*** in almost every indicator raises the ambition that every deliverable should ensure to include gender, it would require a review of every deliverable to ensure that they are gender-responsive to satisfy the indicator, and if they do not include gender, they cannot be counted.

Figure 4. Impact Chain to mainstream Gender and Social inclusion in SCALA

A diagram of a person's rights

Description automatically generated

Source: Modification from ProDoc, SCALA Gender Brief, and SCALA GSI Strategy.

It may have been prudent if the design team had focused on a few specific gender indicators and targets. That is, if building from SCALA’s impact chain to mainstream gender and social inclusion, the results framework could have been strengthened to better show how SCALA drives gender-responsive climate action. For example, by (i) including exact targets on gender analysis or on capacity building in countries of women, which could have been shown through sex-disaggregated data from training sessions under outcomes 1 and 2; notably, SCALA does collect sex-disaggregated from the events through country reporting templates and note the number of females trained in the annual reports under the progress on capacity. The framework could also have included and indicator or target on the ‘active engagement of gender-relevant ministries/departments, CSO or other gender-relevant agencies in stakeholder engagement (both during inception and implementation),’ which could have been measured through counts within countries, and targets on gender-responsive private sector players engaged and concept notes that integrate gender considerations.

Although many foundational elements were in place, the actual implementation lacked the necessary strength within countries to drive mainstreaming. Indeed, the SCALA team notes the confidence and ambition that was put into enhancing transformative gender-responsive climate action at the onset of the programme given the central spotlight gender engagement and women empowerment had gained in the global development dialogues during project design. The level of willingness, awareness, and buy-in on the value of addressing gender and social inclusion issues as part of a response to climate change was high, both globally and within many countries. However, in practice, implementing gender mainstreaming posed some challenges influenced by both internal and external factors. Indeed, despite the increased focus globally on gender, SCALA experienced that gender continued to be considered an add-on rather than a primary focus during implementation, making it prone to oversight. Interviews indicate that this gap may have been because of the presence of the Covid-19 pandemic, as well as food, energy, and economic crisis, which all occurred during SCALA design and implementation, and which took precedence in many countries’ priorities.

Another hurdle was the need for internal capacity building on gender within the global and country teams and clear guidance on gender mainstreaming. This was, however, mitigated through appointing a central staff with a gender focus at the global level to drive gender mainstreaming and the integration of GSI presentations and engagement during global workshops, starting in 2023, where country teams were reminded on the importance of the programme objective. Specifically, in early 2023, the global team conducted internal capacity strengthening on gender and social inclusion through dedicated training content and discussions during the internal training of trainers on multi-stakeholder consultation.

Furthermore, efforts were put into developing key documents to help guide country teams and government counterparts on mainstreaming gender. As part of the introductory package, the SCALA programme incorporated a Gender and Social Inclusion brief, delineating how gender and social inclusion can be integrated across components and activities. Coaching was provided, and a webinar was held to walk country teams through the entry points for gender mainstreaming – a proactive move that quickly guided the country teams on how to ensure gender inclusion throughout the components from the onset of country implementation. Building on the Brief, the SCALA Gender and Social Inclusion Strategy was published in March 2022, which proposes sets clear entry points for gender mainstreaming in the SCALA components (Figure 5). Based on interviews with country teams as well as the government counterparts, the guidance on proposed interventions through the brief and the webinar to enhance gender was highly useful, with both playing an essential role in ensuring capacity was built internally in the global, regional, and country teams to work with government in terms of mainstreaming gender. However, the MTR reveals that the guidance still have to translate better into performance in the countries.

Despite the favorable enabling environment, gender has been addressed in a highly uneven manner across SCALA countries. This is also illustrated through the survey to external stakeholders where 11 respondents were neutral, did not know or responded that gender mainstreaming was not considered in activities (Figure 6). While more responded that gender mainstreaming was ‘somewhat ‘(n=11) and ‘very much’ (n=8) considered, the response rate should be more than 85% on a programme that considers gender mainstreaming in all components. Furthermore, annual reporting reveals that gender analysis was limited during the inception phase in some countries, and in other countries where gender analysis was planned under outcome 1, the findings of that analysis were not linked to activities under Outcomes 2 and 3. This highlight a clear challenge in fully incorporating gender considerations during the initial stages of programme development. SCALA backstoppers worked with the country teams to integrate gender more fully into work plans and invite gender and women stakeholder workshops.

Figure 5. Proposed GSI interventions in SCALA country work plans

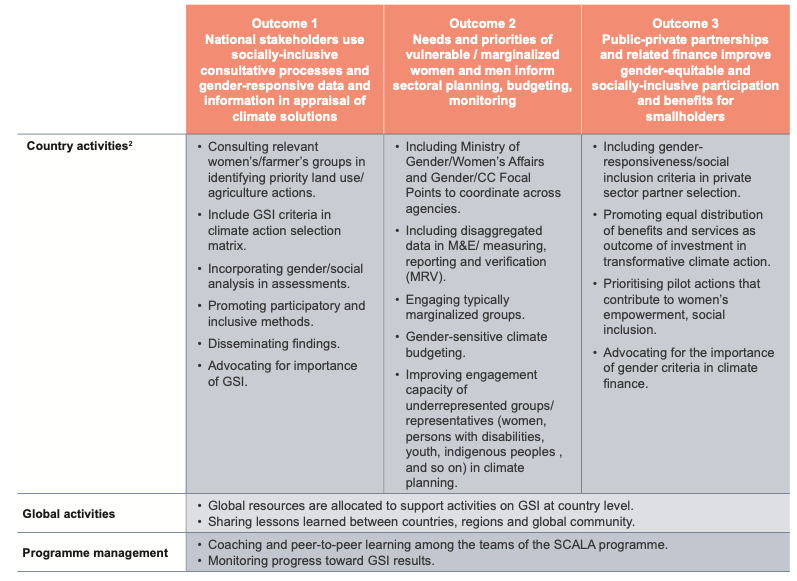
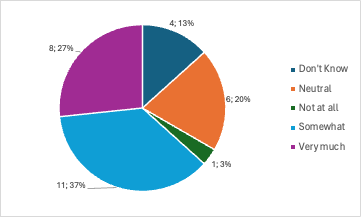


Figure 6 - Gender mainstreaming in activities (N=30)



Interviews and the desk review conducted during the MTR reveals that gender continues to be a bit of a mixed bag of success, with interviewees noting the challenge of gender mainstreaming, particularly in more male-dominated societies where cultural and social norms play a role in the ability of projects and programs to drive gender equality. However, some countries have been able to ensure much broader gender inclusivity, for example Uganda Box 3). Furthermore, reporting revealed that during 2023, gender analysis was undertaken or initiated as part of system-level assessments in Ethiopia, Mongolia, Nepal, and Uganda.

A particular challenge is gaining an equitable gender-balance in workshops. While workshops and webinars generally have been gender-balanced, getting the right balance (50/50) in some countries where more men may work in government positions has been challenging. Decision makers will send the most relevant people; and these may not be women – or there is a higher likelihood that it will be men. This presented a challenge at times during inception where more convincing was needed to explain the value added of ensuring gender mainstreaming. However, fully breaking this barrier may be beyond SCALA’s powers as it requires a complete cultural shift at the broader societal level. However, the programme can certainly help push the pin on gender equality through its country engagement, even if gender mainstreaming does not occur in policy and planning.

Active engagement of gender agencies and women groups throughout implementation has been challenging. While the inception phases within countries did well on including gender-relevant agencies, these seem to play a minor role in many countries during implementation. Stakeholder mapping and country-level theories of change generally include the gender perspective through identification of barriers related to minimal involvement of marginalized groups and relevant stakeholders for implementation. However, in actual implementation, gender mainstreaming is moving slow. A few countries (e.g. Costa Rica, Uganda, Colombia) have started working with local women’s groups, which may very well be related to the fact that these countries are more advanced in their implementation and have reached a level of implementation where the local women’s groups become relevant. During inception meetings, while stakeholder mappings included women agencies, evaluative evidence (interviews and reviews of inception reports) reveals that these were not always invited to inception discussions, or to sit on the country steering committees. Notably, this lack of ensuring institutionalization of key agencies in the management of the project at the country level could certainly impact the ability to ensure proper gender mainstreaming. The constants engagement of gender-relevant agencies, whether government, or non-governmental is important for gender mainstreaming.

At the global level, SCALA has shared lesson learned on gender mainstreaming in climate change and agriculture. In 2022, the team contributed to the consultations on the IKI gender analysis guidelines in November 2022 and organized a global webinar with the Paris Committee on Capacity Building Network in October 2022 entitled “Mainstreaming gender equality in budgeting and planning processes for enhanced implementation of the agriculture sector priorities in climate plans”. In 2023, the programme participated in a side event at NAP Expo 2023 on gender and contributed to a webinar on gender analysis in NAPs organized by the NAP Global Network. A web piece on mainstreaming gender has also been published.

|  |
| --- |
| Box 3. Gender Mainstreaming in Uganda  In Uganda, SCALA has embraced a comprehensive strategy to ensure gender mainstreaming within the program, with Gender and Social Inclusion representing a high-level outcome of the programme implementation in Uganda. The focus is evident in the mainstreaming of gender in the programme planning.  Recognition of gender inequality during inception. Already during inception, identified participants the need for gender mainstreaming into district plans and budgets, improving the access of women, men and marginalized groups to climate information and gender-responsive adaptation technologies, and awareness campaigns to sensitize both men and women on gender equality and social inclusion within the context of climate change.  Engagement of gender specialist. The planning process to ensure gender mainstreaming involves the engagement of gender specialists who plays a pivotal role in integrating gender perspectives.  Engagement of gender-relevant agencies. Ministry of gender labor and social development seen as an essential stakeholder and is included on the steering committee in Uganda.  Integration of specific gender activities in the work plan: Besides the consideration given to Gender in the inception report, the work plan has defined specific activities on gender.  à Outcome 1. A System Level Assessment (SLA) with a specific gender component is being developed.  à Outcome 2. Support to the development of inclusive and gender-responsive district-level climate action and development plans in six districts of the cattle corridor based on SLA results will be provided. Furthermore, in the development of MRV in the farming systems, SCALA helps adopt and collect gender-disaggregated data throughout the value chain. This includes aspects related to resource access and climate impacts.  à Outcome 3: The concept notes will outline activities designed to support women-led cooperatives in the dairy and cassava sectors, demonstrating a commitment to fostering gender equality at various stages.  Ensuring gender balance in workshops and training. Uganda has done well in ensuring a gender balance in awareness raisin of Scala and during training. Training on using the IMRV tool was done to a total of 117 participants (74 males, 43 females) from the agriculture sector (59; 38 males, 21 females) and 58 (36 males, 22 females) from the forestry and land use sector were trained. Furthermore, a workshop on the Agricultural Long-Term Low Emissions and Climate Resilience Development Strategy supported by SCALA was attended by 34 participants comprising 10 females and 24 males from Ministries, Universities, Research institutions, Farmer Association, NGOs, private sector, media, and civil society. Finally, for the application of the SHARP tool A total of 22 enumerators (12 male: 10 female) were trained for 4 days that included a field-testing data. Overall, though the scale is still tipped more towards men, a significant number of women are clearly included in the capacity building in Uganda.  Partnership on gender: Already during inception, the SCALA Uganda team highlighted in the inception report the need to establish a partnership to enhance mainstreaming of gender. To fortify coordination and technical capacities, SCALA Uganda collaborates with the GCCA+/SIDA project to support the development of Uganda's Agricultural Long-Term Low Emissions and Climate Resilience Development Strategy. This partnership included a 5-day gender capacity-building training focused on the nexus of Gender, Climate, Environment, and Energy. This initiative underscores SCALA's commitment to fostering a gender-inclusive and climate-responsive approach in its interventions. |

On the youth engagement, the SCALA programme has arranged a successful SCALA Hackathon for Asia and Pacific in 2023. This was a unique way to bring together innovation, private sector engagement, and youth groups. Young innovators between the ages of 16-35 was invited to find innovative digital and non-digital solutions that harness the power of technology to enhance climate resilience and contribute towards climate adaptation goals in national climate plans, such as the NDCs and NAPs, in line with the SDGs, in Cambodia, Mongolia, Nepal, and Thailand. In total, 76 teams applied from which 14 teams were selected, representing 11 countries in Asia and Pacific region. Over a period of two weeks, the 14 teams were guided through a Bootcamp, a week-long mentoring session and a Hackathon Pitch Day. The winning team – selected from Mongolia – proposed an app-based solution to monitor livestock herd numbers to reduce GHG emissions from the livestock sector which is strongly aligned to NDC goals and targets. The team will be awarded a grant of USD 2000 through the FAO Beneficiary Grant mechanism to develop their seed solution into a project proposal. Results from the planned assessments on the adoption of fruit and berry trees and the potential of forest strips around arable land are expected to provide an evidence base for further private sector investment-oriented consultations and analyses, focusing on investment potential.

The Hackathon will be replicated in other SCALA regions in upcoming months. Based on lessons learned from the first hackathon, a concept note has been developed to roll out a SCALA Hackathon for Latin America and the Caribbean in 2024 (Colombia, Costa Rica, and Argentina). Consultations with key implementing partners in Colombia and Costa Rica have taken place during the summer 2023 to better understand the ongoing and planned activities on youth and agriculture in the country and to build potential strategic partnerships to contribute to their work under SCALA.

## Stakeholder Engagement and Communications

### Stakeholder Engagement

Stakeholder engagement is at the center of SCALA implementation and as a result being assessed under effectiveness.

SCALA has indeed served as a platform for collaboration, involving ministries, UN agencies, civil society organizations (CSOs), the private sector, and academia. This involvement was validated through the KIIs which almost uniformly agreed that stakeholder engagement in SCALA is high. However, the stakeholder analysis below indicates that there are high variations in which stakeholders were involved at the different phases, and overall – though stakeholder engagement is higher than in usual project implementation – the programme does not fully reach its ambitions as determined in the ProDoc. This is a key finding given the importance that stakeholder engagement plays in the ToC and thus raises questions on whether the programme can reach its potential.

Survey results reveal disparities in stakeholder involvement across ministries during both the design and implementation phases. Some ministries appear to have been more actively involved than others. As shown in Figure 7 and Figure 8 below, Ministries of Agriculture, Forestry, and Fisheries were highly engaged in both planning and implementation, with 74% and 78% of respondents indicating its involvement, respectively. Followed by the Ministry of Environment (62% and 67% respectively). Yet, Interviews with stakeholders indicate that in several instances, the Ministry of Environment was merely informed about SCALA's activities rather than actively engaged. This lack of active involvement hampers the ability to fully integrate environmental considerations into the programme's strategies and activities.

Figure 7 - To what extent have the following ministries been involved in planning for SCALA implementation in your country? (n= between 23 and 27)

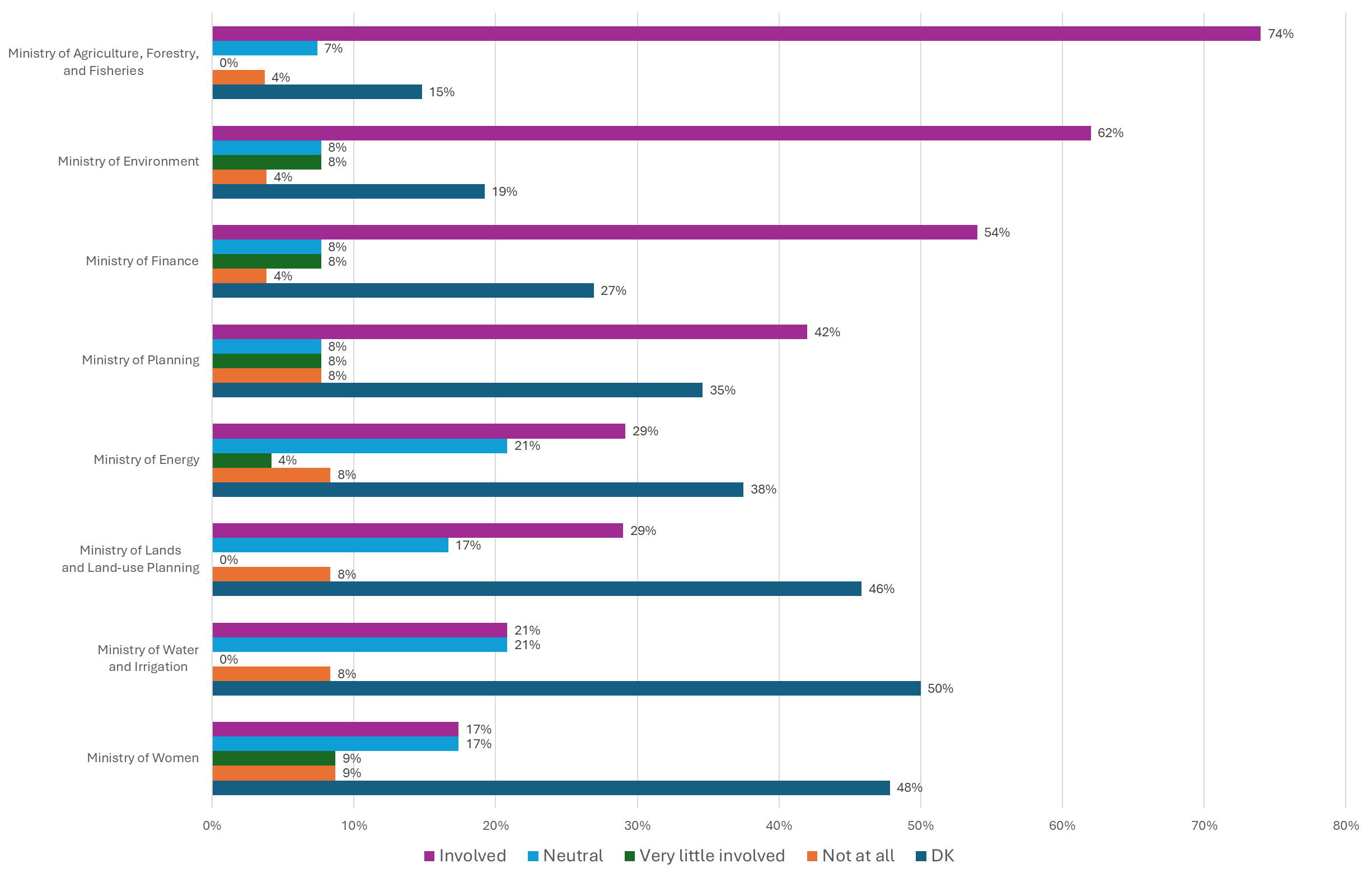


Figure 8 - To what extent have the following ministries been involved in SCALA implementation in your country? (n= between 20 and 27)

A graph with multiple colored bars

Description automatically generated with medium confidence

In contrast, other ministries, such as the Ministry of Energy, Ministry of Lands and Land-use Planning, the Ministry of Water and irrigation, and the Ministry of Women, showed lower levels of engagement in both the design and implementation phase. The results show that for these ministries a high percentage of respondents selected “don’t know.” In the context of the survey results, the selection of "don't know" indicates a lack of awareness or uncertainty among respondents regarding the level of involvement of certain ministries in the design and implementation phases of the SCALA programme. This response suggests that respondents either did not have sufficient information about the activities and engagement of those ministries, were unable to accurately assess their level of involvement, or the ministries were simply not involved. Interviews corroborate the level of involvement of these ministries, particularly during implementation. While some interviews note that they were involved during inception, their engagement have whittled with time. This may be because they are not actively part of implementation, however in this case they should still be informed.

These findings underscore the need for targeted efforts to ensure balanced participation among all relevant stakeholders, enhancing the programme's inclusivity, impact, and information sharing. Overall, findings reveal limited engagement from other key ministries such as the Ministry of Finances, the Ministry of Planning, and the Ministry of Infrastructure and Energy, among others. These ministries often have priorities that intersect with or are related to agriculture and land use. The absence of their active participation may result in missed opportunities for synergies and holistic approaches to addressing climate change and sustainable land use.

Key stakeholders such as civil society organizations (CSOs), non-governmental organizations (NGOs), and the private sector play pivotal roles in the programme's success. These stakeholders, recognizing their importance and expertise, advocate for increased involvement and more meaningful participation in decision-making processes. However, their involvement in the programme varies across countries. In some instances, like in Ethiopia these stakeholders are involved in the steering committee, which convenes twice a year. Similarly, both academia and the private sector have been deeply involved in implementation in Costa Rica.

The survey results echo this sentiment, indicating that SCALA has succeeded in triggering partnerships to a significant extent, with 44% of respondents (n=27) acknowledging its impact, while 33% reported "somewhat”. Similarly, 33% of respondents (n=27) indicated that SCALA had strengthened multistakeholder collaboration on NDC and NAP "very much," with 41% stating "somewhat". The survey as well as interviews also highlighted persistent challenges, with some key stakeholders, such as NGOs, CSOs, and the private sector, still not fully engaged. This underscores the need for continued efforts to ensure inclusive and effective collaboration among all relevant parties.

The varying levels of activity and underutilization of steering committees at the country level further highlight the findings mentioned above. The establishment of steering committees at the national level was key a component of the SCALA programme, aimed at facilitating collaboration and coordination among diverse stakeholders. These committees, as outlined in the program's ProDoc, are designed to include representatives from government, private sector, academia, and civil society. Their primary purpose is to oversee the implementation of the programme by meeting on a quarterly basis, ensuring alignment with national priorities and fostering synergies among stakeholders.

Despite the intentions outlined in the program's ProDoc, the functionality of steering committees in countries like Ethiopia, Cambodia, and Costa Rica varies significantly. While these committees are important for effective programme management, their status raises concerns about the institutional setup and governance mechanisms within SCALA. In Ethiopia, as indicated in the Box below, the steering committee convenes twice a year and remains active. However, the extent of each member's comprehension and awareness of the SCALA programme varies. While all key stakeholders are represented, government counterparts exhibit a higher level of awareness regarding SCALA's progress and activities compared to CSOs, academia and private sector actors. It is noteworthy that even among government counterparts, the depth of understanding ranges from specific activities to a more comprehensive grasp of the programme as a whole. In Cambodia, the proposed coordination structure involving a Project Steering Committee (PSC) and a Project Advisory Group (PAG), neither of which has been fully implemented, raising concerns about the programme's governance mechanisms. In Costa Rica, the steering committee is not active, which is a missed opportunity for collaboration and learning. Remote interviews conducted during the MTR further corroborates the low steering committee activity, with many countries having defined committees, but there is uncertainty amongst both the global and country teams if these committees meet. Improved communication channels and regular interactions facilitated by steering committees are essential for sharing information, addressing concerns, and fostering a sense of shared ownership among stakeholders.

|  |
| --- |
| Box 4. Stakeholder engagement in Ethiopia  In Ethiopia, where climate-related challenges significantly impact the agricultural sector, the SCALA programme is recognized as an effective stakeholder engagement platform. Recognizing the multifaceted nature of these challenges, SCALA emphasizes collaborative efforts involving various stakeholders, particularly governmental bodies.  Ethiopia recently underwent a restructuring process within its governmental institutions, leading to changes in the organizational landscape. This restructuring affected entities such as the Environment, Forest and Climate Change Commission (EFCCC), which underwent realignment, resulting in the redistribution of responsibilities across different ministries. Amidst this transitional period, SCALA demonstrated adaptability by maintaining strong relationships with key stakeholders, particularly the Environmental Protection Authority (EPA), ensuring continuity in its mission despite institutional changes.  SCALA's engagement with the Ministry of Agriculture serves as a noteworthy example of effective stakeholder collaboration. The Ministry of Agriculture has expressed high appreciation for its involvement with SCALA, perceiving it as a valuable partnership that enhances their capacity to address climate-related challenges in the agricultural sector. One of the primary enablers of this collaboration is the placement of a dedicated SCALA team member within the Ministry of Agriculture. This strategic decision facilitates close coordination and synergy-building between SCALA and the ministry, ensuring that interventions are aligned with national priorities and strategies.  SCALA's governance structure is designed to promote inclusivity and collaboration among diverse stakeholders. In Ethiopia a steering committee comprising representatives from relevant ministries, UN agencies, research institutions, civil society organizations, and the private sector have been established. While this committee serves as a platform for dialogue and decision-making, there is a recognized need to expand participation in SCALA beyond government counterparts. Efforts are underway to integrate research expertise, leverage the knowledge of civil society organizations, and increase private sector engagement, thereby enriching the diversity of perspectives and enhancing the programme's effectiveness. |

Although the data and interviews indicate less engagement than initially planned, there is evidence that the engagement efforts have indeed contributed to advancing achievements. The stakeholder engagement process envisioned in the Prodoc may not have aligned perfectly with the actual needs. Expecting full engagement from all involved ministries was, perhaps, overly ambitious.

Interviews indicate though that in several countries, SCALA's stakeholder engagement mechanisms have demonstrated positive outcomes. For example, in Uganda collaboration between FAO, UNDP, and line ministries is viewed favorably, with each party leveraging their strengths to effectively align efforts towards programme goals. Similarly in Ethiopia, as exemplified in the Box below, the collaboration between the Ministry of Agriculture, UNDP and FAO is appreciated. In Costa Rica, engagement is mixed with a solid relationship amongst most of the stakeholders, particularly between the UNDP and FAO teams, the private sector, academia and research institutions, local farmers and women’s groups, and the Ministry of Environment through FONAFIFO; but some tension has arisen with the Ministry of Agriculture on some activities. Challenges on engagement also persist in Côte d'Ivoire, where initial engagement gaps were only recently addressed.

At the global level, SCALA also engage with stakeholders. Global stakeholder engagement is achieved through various means, including partnerships, events, and awareness initiatives, as detailed in the section on [coherence](#_Coherence_and_Complementarity) and the section on [communication and awareness](#_Global_Communications_and). Additionally, a Project Advisory Group (PAG) has been established to provide guidance and expertise for implementation. The PAG advises on technical aspects and ensures alignment with other initiatives supporting countries' NDCs and NAPs, referencing the section on coherence. Comprising a diverse array of stakeholders that includes technical and finance partners, other UNDP and FAO programmes, UNFCCC bodies, private sector organizations, and representatives from the participating countries. The PAG's membership is periodically reviewed and updated to align with the evolving needs of the programme. However, it is worth noting that while all entities are invited to PAG meetings, not all consistently participate; but the meetings usually have a good variety of participation.

## Factors Facilitating or Hindering Implementation

Examining the elements that affect progress allows for refinement of strategies for more effective implementation in the remainder of the programme. Factors rarely feature on their own, and usually several factors intertwine to present the optimal conditions for progress and achievement of results. Factors that facilitated and/or hindered implementation, while mentioned during the outcome analysis above, is further detailed below.

SCALA was developed during **Covid-19 restrictions**, which was considered in the project design; yet the pandemic still affected implementation. Giving due consideration to Covid during design allowed the Global team to quickly commence planning despite lockdowns. However, it was envisioned that the baseline, including countries’ priorities and tools available should also be assessed during this time. However, persistent travel restrictions continued to prevent international missions and workshops during the negotiations and inception phases of SCALA within the countries delaying the process for which the global team and backstoppers could enter in to dialogues with the government stakeholders. The traditional in-person engagement approach had to be adjusted, leading to varying speeds in building social capital and initiating activities across different countries. Though it was expected that some meetings could be carried out online, this proved more challenging, and the power of **in-person negotiations and meetings** cannot be underestimated. National lockdowns also posed challenges in hiring national consultants, causing delays in project start-up.

The theory of change accurately determines that **government buy-in and support** is a key hindering and/or facilitating factor. During the inception phase, the SCALA global team experienced that multiple rounds of consultations was necessary in the countries to convince government of the SCALA value added.

One of the primary challenges both during inception and in implementation has been **government changes.** In the worst-case scenario, this kind of impact can completely halt implementation. For example, in Argentina where a new government was elected during the implementation of SCALA consensus from government officials on SCALA’s priorities was pending for a prolonged time. Furthermore, **political unrest and insecurities** have impeded the implementation of SCALA in various countries. In Northern Ethiopia, political situations and conflicts have been identified as hindrances, particularly impacting data collection for the SLA due to restricted movement. The external challenges in this region have created obstacles to execute certain project activities. Additionally, in Niger, the implementation of the PSEF had to be halted due to a military coup in 2023.

**Government restructuring** in Colombia, Costa Rica, Nepal, Ethiopia, and Thailand have also affected progress. In several countries challenges were solved with **ongoing dialogue between the SCALA team and the Government**, however the evaluation also reveals that challenges continue to exist in some countries where current SCALA activities are not necessarily reflecting **agreement across all involved ministries** (Cambodia and Costa Rica). This particularly also reflects the need for **continued involvement and checking in with all engaged line ministries** to ensure SCALA covers cross-sectoral priorities**.** The Country Steering Committees would be good vehicles for this. However, as noted, they are not active in all countries, and several steering committees have not been established.

The level at which **existing enabling environments** are in place within countries also plays a significant role. In some countries, **prior social capital** facilitated quicker initiation, while in others, dependence on backstoppers' abilities and their connections played a crucial role. For example, in countries where **climate change is an existing priority** engagement and progress was quicker (Costa Rica and Colombia). Furthermore, countries that also participated in NAP-AG advanced quicker; particularly because there was an increased understanding of the concepts as well as more of an enabling environment in place.

Indeed, many of the **concepts were foreign and/or complex** to the participating countries and SCALA appeared quite broad and not clear to many team members, which prolonged the inception phase. For example, Due to the evolving and context-specific understanding of what SLAs entail, it took time to define what elements should be included in each country. The global team have organized several internal **capacity development** events, provided **close support** and **technical guidance** to ensure the concepts are understood and activities developed accordingly.  In particular, the **introductory package and guidelines** at the onset of the programme have been considered as a facilitating factor by country teams. Understanding of the involved concepts is gradually emerging although some terminologies could not easily be translated into local contexts/languages.

The b**roadness of the programme** made work planning difficult. While the programme was deliberately made broad to allow for flexibility within the countries. Interviews attest that was often difficult for countries to understand exactly what SCALA was trying to achieve. The broadness is also illustrated in the results framework and theory of change which sets very high-level outcomes. As noted earlier, it took a long time for countries to determine the workplans and figure out what exactly fit within the SCALA programme scope of activities.

**Quality of management** both globally and in-country as well as **coordination amongst country teams and with and amongst stakeholders**, also plays a significant role. As is further detailed in [Efficiency](#_Efficiency:_Project_Implementation), the coordination between UNDP and FAO at the global level have allowed for good planning and management of SCALA, and the backstoppers have been particularly instrumental in providing in-country guidance and support and acting as liaisons with the global management team. That **backstoppers were regionally based** has been noted in interviews and in the survey responses as particularly useful; it eased communication – not only because they were in **similar time zones**, but also because the **language barrier** was lowered. This was particularly the case in Latin America and in Africa where backstoppers spoke Spanish and French. At the country level, a l**ack of coordination** between UNDP and FAO teams in some countries have played a significant role in advancing implementation. In many countries, the agency counterparts are not able to provide an update on what the progress of the agency is and interviews attest to a few mis-coordinated working relationships between UNDP and FAO.

Country team staff also battle with **competing priorities** on larger projects. On one hand, staff’s focus has sometimes been more on the larger projects to advance these objectives. On the other hand, it has sometimes been pushed by the country staff’s government counterparts who may be less interested in a small technical assistance like SCALA, and more interested in moving forward larger projects with bigger **budgets**. Working at the policy level with some of the key climate change agencies, implementation can also suffer from Paris agreement requirements such as reporting on NDCs as well as attendance at the COPs and SBs. This may be a particular challenge with upcoming NDC revisions, which reversely also presents itself as and opportunity for SCALA.

Finally, **synergies with other FAO and UNDP initiatives as well as with other global programs** have facilitated implementation; in particular in many cases allowed SCALA to identify where its support can cover specific gaps. The coordination with the NDC-Partnership for example, as detailed in the section on coherence has played a significant role in some countries to help plan activities. Similarly, picking up on past programme implementation such as CBIT also helps advance programme objectives. In reverse, these synergies and coordination efforts have also benefited SCALA allowing it **access to a vast number of existing tools and services** developed through other programs and applied through SCALA.

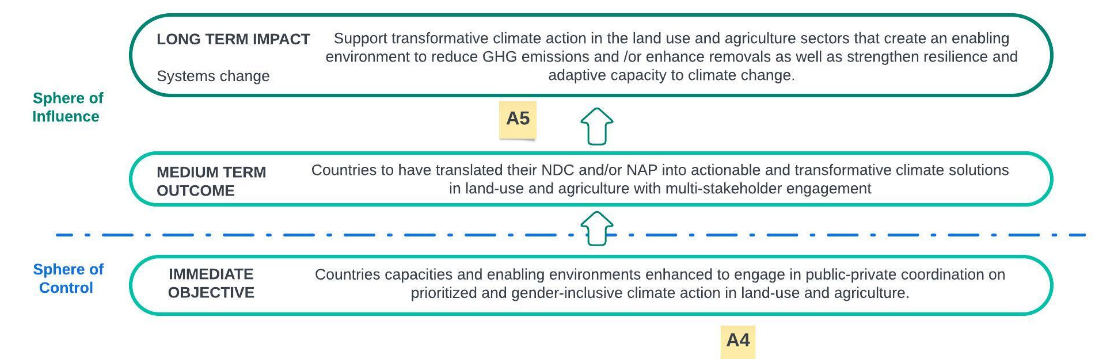
## Likelihood of achievement of objectives

While it is too early to assess whether the activities will yield transformative change at the outcome and impact level at the mid-term point, it is possible to give consideration if the activities and achievements under implementation are moving the arrow in the right direction of the objective which in the long-term drives the transformative change desired under the Medium-Term Outcome and Impact.

Recalling the ToC (Figure 3) the evaluative evidence shows that the programme is starting to move along three of the four pathways of change defined in the ToC which are key indications of whether objectives and long term impact (Figure 9), can be achieved. These three are:

* Enhancing public/privatesector capacity and coordination by equipping them with tools that help mainstream and integrate prioritized climate action in land-use and agriculture.
* Thorough a whole-of-government SCALA builds consensus on climate action in land use and agriculture to develop an enabling environment for translating countries land-use and agriculture goals into actionable and transformative climate solutions.
* Through partnerships with other global and local initiatives and programs, the program seeks to establish a unified and coherent approach to transformative climate action in land use and agriculture.

Figure 9 - TOC Objective, Medium-Term Outcome, and Impact



At the objective levels, the activities implemented through SCALA are indeed showing positive achievements of capacity built and early enhancements of enabling environments. However, since the results framework does not measure these activities, there is no means of verification to determine exact achievement. Key ingredients for capacity building is training and guidance, development of an evidence base, priority integration in budgeting, planning and MRV enhancements, as well as the determination of incentives for private sector engagement. Capacity building has been a key focus in SCALA activities, both globally and at the country level. This has happened not only through the development and deployment of tools, but also through training sessions on tracking land-use changes and greenhouse gas (GHG) emissions, which in turn has also supported the establishment of an evidence base in some countries as indicated through the outcome analysis, several of these conditions are being met and certainly the programme is thus moving towards its objective.

At the Medium-Term Outcome level, while SCALA demonstrates early positive indicators towards translating NDCs and NAPs into actionable climate solutions in land-use and agriculture, it is still too early to make a definitive assessment of progress. Some examples indicate that NDCs and NAPs are being translated into actionable solutions. For example, the focus on the cattle corridor landscape in Uganda, aligning with district-level plans, and the engagement of diverse stakeholders during the inception phase are promising signs. Similar positive impacts are noted in Senegal, where SCALA addresses the absence of NDC implementation tools and fosters collaboration among line ministries. And, in Cambodia the programme supports the development of the CCPAP, which mainstreams Adaptation priorities in agriculture, while in Costa Rica actual implementation of activities are being funded on the ground to assess GHG capture in soils.  However, the SLAs and ultimately the Concept Notes to be achieved from component 3, which aims to enhance climate finance in agriculture and land use, will be more instrumental in achieving this outcome.

To fully consider if high level outcomes and impacts are being achieved, one must also consider what transformative climate solutions really represent. According to SCALA, this includes: “solutions that are based on the climate, and which applies systemic thinking, promotes gender equality and social inclusion, contributes to sustainable development, fosters an approach for the government as a whole, incentivizes the participation of the private sector and applying innovative technologies and funding instruments with the aim of achieving the national objectives of adaptation and/or mitigation of climate change in agriculture and land use.” Certainly, as indicated above, SCALA activities support several of these aspects at varying levels across participating countries. Activities under the SCALA programme qualifies as components of transformative climate solutions. The deployment of tools such as the CAR Matrix and SLAs provides systemic thinking on how to pinpoint priority areas in agriculture and land use directly aligned with NDCs and NAPs. Work plans, as evaluated by the team, have consistently supported these identified areas testifying to the usefulness of these tools. The whole-of-government/whole-of-society approach along with the focus on sustainable development across the activities further supports the drive for transformative change.

However, as a whole, engagement of the private sector, gender mainstreaming and social inclusion is still low in most participating countries as indicated in the outcome analysis. As key ingredients of transformational climate action the SCALA programme needs to pay particular attention to engaging the private sector and mainstreaming gender in its activities to fully realize its determined drive towards transformational climate action. Ultimately, neither the objective, high level outcomes, nor impact may be fully supported without the achievement of component 3 which is key for the last pathway of change: Through the preparation of concept notes targeted at countries’ priority areas SCALA leverage funding and design climate solutions in land use and agriculture that drives the transformational change.

# Efficiency: Project Implementation & Adaptative Management

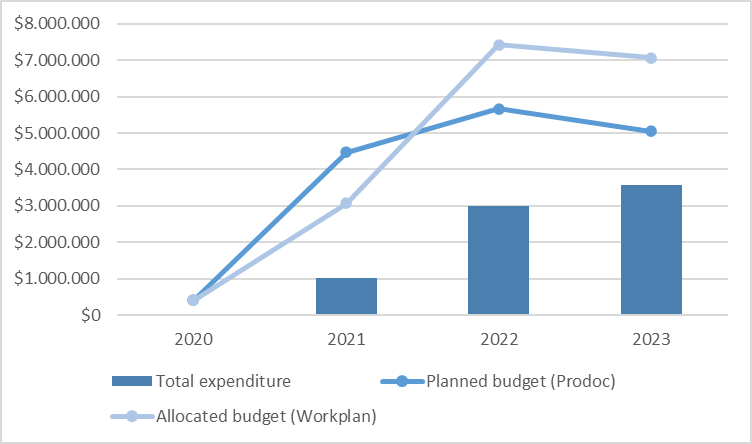
## Financial Analysis

The below section is based on the financial information provided by the programme management team. The information was complete in terms of expenditure, planned budget as per project document and allocated budget per yearly workplan. Tracking co-financing is not a requirement of the Donor, and thus co-financing amounts were not available. The team received financial information for both UNDP and FAO.

**Programme expenditure alignment with ProDoc and work plan budgets**

The analysis of programme expenditure provides valuable insights into the utilisation of resources and the overall effectiveness of project management. As of November 2023, the programme has spent a total of 7.590.534,19 USD, representing a burn rate of 34,84%. This burn rate indicates that the programme's expenditure is behind schedule, as shown in Figure 10 below, considering that it commenced in 2020 and is slated to conclude in 2025. However, it aligns with the level of activities that have been implemented thus far.

Figure 10 - Annual actual expenditures vs planned budget



At the agency level, UNDP has spent 3.273.710,67 USD, accounting for 30.06% of its allocated budget. Similarly, the FAO has spent 4.316.823,52 USD, representing 40% of its budget allocation.

Table 2 shows the expenditure per outcome. Despite similarities in burn rates ranging between 33% and 37% across all outcomes, a closer examination unveils nuances that needs attention.

Outcome 1 stands out with the highest burn rate of 37%. This indicates significant progress towards its objectives, aligning well with the findings of the analysis. Interviews confirm that Outcome 1 is on track and poised to continue its trajectory towards achievement of its outcomes. Similarly, Outcome 2 demonstrates a burn rate within the expected range, affirming that it too remains on track to achieve its goals. However, Outcome 3 presents a different scenario. With a burn rate of 33.50%, it appears high compared with the analysis on progress towards outcomes, which reveals that private sector engagement is lacking significantly behind. This discrepancy raises some concerns about the efficiency and effectiveness of the expenditures under Outcome 3.

Table 2 - Annual actual expenditure and planned budget

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Component | Actual expenditure | Planned budget (ProDoc) | Planned budget (revised workplan) | Expenditure ratio against revised workplan |
| **Outcome 1** | 2.229.201,93 $ | 5.763.375,00 $ | 6.049.710,04 $ | 36,85% |
| **Outcome 2** | 2.202.143,40 $ | 5.832.163,00 $ | 6.150.433,85 $ | 35,80% |
| **Outcome 3** | 2.299.822,51 $ | 7.535.693,00 $ | 6.864.775,43 $ | 33,50% |
| **Project Management** | 307.478,74 $ | 1.039.470,00 $ | 1.105.781,68 $ | 27,81% |
| **General Management Services** | 551.887,61 $ | 1.613.655,00 $ | 1.613.655,00 $ | 34,20% |
| **Total Actual Expenditure** | 7.590.534,19 $ | 21.784.356,00 $ | 21.784.356,00 $ | 34,84% |

Table 3 and Figure 11 below show the breakdown of annual actual expenditure vs planned budget in USD per outcome. The data shows that expenditures for all three project outcomes demonstrate consistent increases from 2021 to 2022 and from 2022 to 2023. This upward trajectory suggests a sustained investment in achieving the programme's objectives. Yet, as noted previously, core activities under Outcome 3 are only scheduled to commence in 2024.

In terms of management services, both Project Management and General Management Services (UNDP Administrative cost) exhibit rising expenditures from 2021 to 2022, indicating a peak in management costs during this period. However, there is no decrease observed in 2023, implying a sustained level of investment in management operations to support project activities. This aligns with the fact that the programme significantly picked up implementation during 2022 and 2023, and likely also showcases that Covid restrictions were lifted and travel/missions to the participating countries picked up.

Total actual expenditure shows significant growth from 2021 to 2022, followed by a more gradual increase from 2022 to 2023. This overall upward trend is underscored by the project's expanding scope and increasing resource allocation over time.

Expenditure ratios against both the ProDoc estimated cost and the yearly work plan demonstrate a progressive convergence between planned and actual spending. The ratio against ProDoc increases from 22.94% in 2021 to 70.70% in 2023, indicating a closer alignment with the initial cost estimates outlined in the project documentation. Similarly, the ratio against the yearly work plan rises from 33.33% in 2021 to 50.55% in 2023, suggesting that actual spending is more closely aligned with the programme's planned budgets as the project progresses. However, falling short 50% of annual planning after 2,5 years of implementation is significant as there are no longer Covid restrictions in place that explains this low annual burn rate. It is likely more related to the fact that some countries are moving extremely slow with very low burn rates on planned budgets. An analysis of the UNDP budget per country as of October 2023 reveals that six countries have either not spent or nearly spent their allocated funds, with a burn rate of 6% for Cote d’Ivoire, 2% for Egypt and Thailand, 1% for Nepal, and 0% for Cambodia and Argentina. This is due to a combination of finalizing work plans and activities starting at FAO. Similarly, the FAO budget analysis for the same period shows slightly more progress, with Egypt and Nepal having burn rates of 15% each, Cambodia at 13%, and Cote d’Ivoire at 10%. Argentina's burn rate is not mentioned, but it can be assumed to be 0%. Overall, the burn rates at the country level for UNDP stand at 18%, while for FAO is at 68%.

Figure 11 - Actual expenditures and planned budget per Outcome and per year

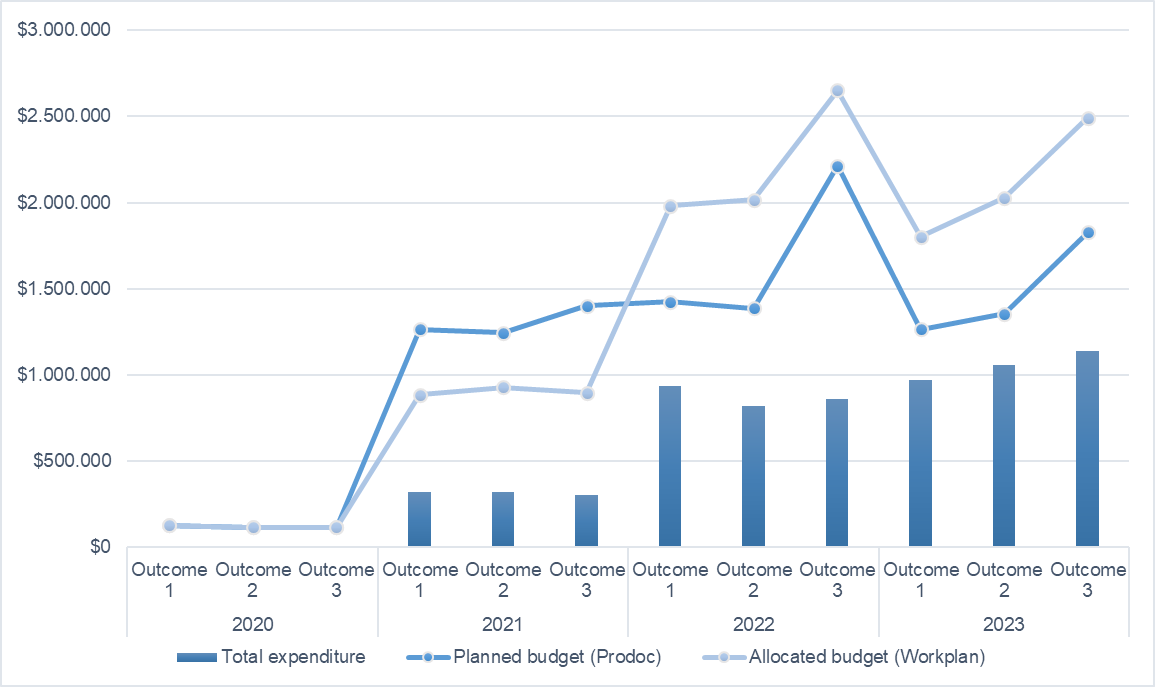
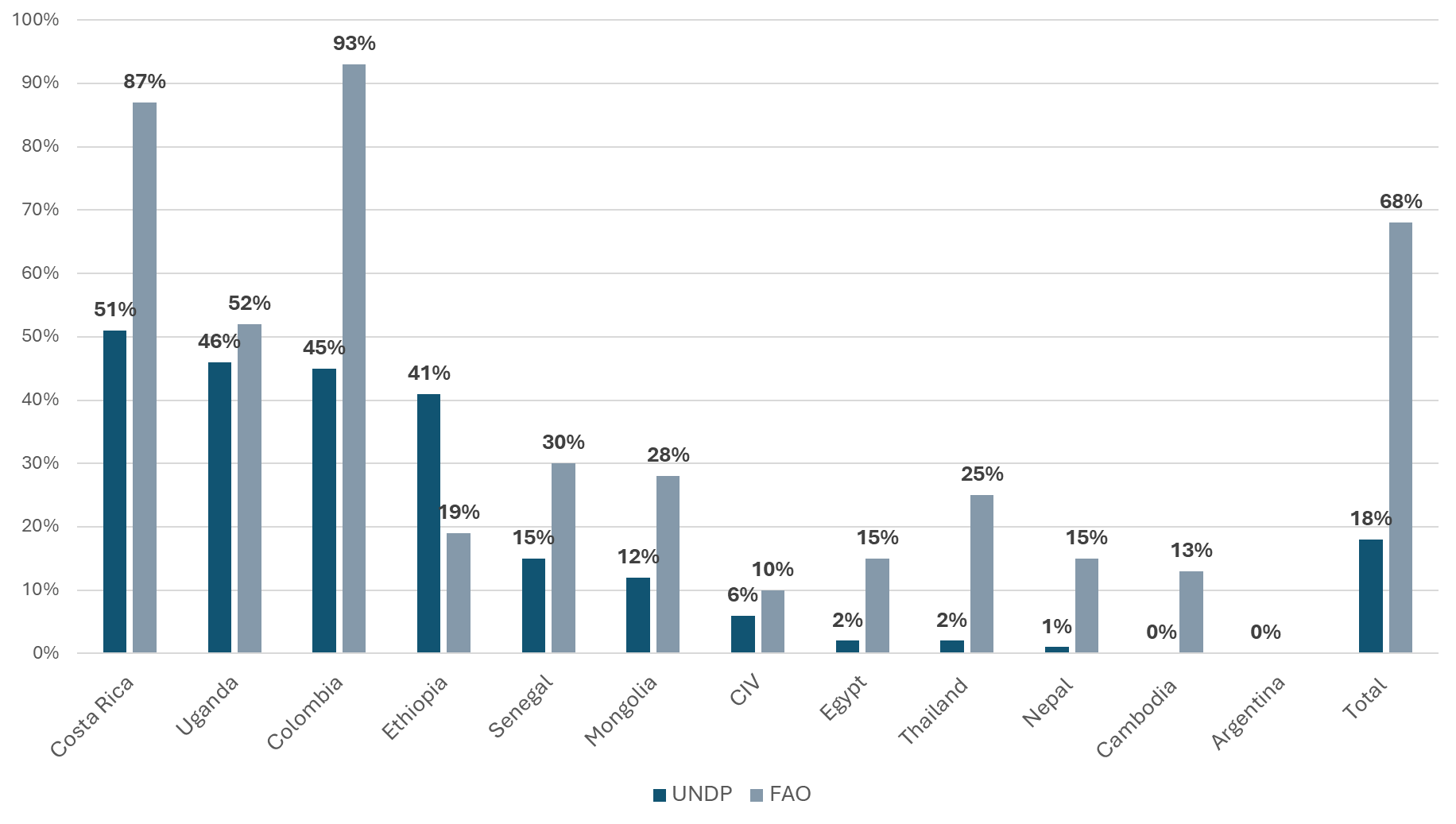


Table 3 - Actual expenditures and planned budget per year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Component | 2020 | 2021 | 2022 | 2023 |
| Outcome 1 |  | 319.973,57 $ | 937.602,30 $ | 971.626,06 $ |
| Outcome 2 |  | 321.309,89 $ | 820.892,78 $ | 1.059.940,73 $ |
| Outcome 3 |  | 302.426,39 $ | 858.726,83 $ | 1.138.669,29 $ |
| Project Management |  | 4.848,39 $ | 156.814,63 $ | 145.815,72 $ |
| General Management Services |  | 75.891,79 $ | 221.971,57 $ | 254.024,25 $ |
| Total Actual Expenditure |  | 1.024.450,03 $ | 2.996.008,11 $ | 3.570.076,05 $ |
| Estimated cost (ProDoc) | 412.643,00 $ | 4.466.517,00 $ | 5.668.312,00 $ | 5.049.380,00 $ |
| Expenditure ratio against ProDoc | 0% | 22,94% | 52,86% | 70,70% |
| Estimated cost (yearly workplan) | 412.643,00 $ | 3.073.543,07 $ | 7.421.386,22 $ | 7.062.685,25 $ |
| Expenditure ratio against workplan | 0% | 33,33% | 40,37% | 50,55% |

To address the low burn rate, a substantial portion of the budget is being reallocated to 2024 and 2025 compared to the original ProDoc. In 2024, the ProDoc budget stood at 4,634,920.00 USD, whereas the revised work plan allocates 6,117,818.81 USD. Similarly, for 2025, the ProDoc budget was initially set at 1,552,584.00 USD, but the revised work plan now proposes an allocation of 8,076,003.00 USD. Given the above burn rate for 2023, this reallocation is somewhat worrisome, and it is the assessment of the evaluators, that the programme is not likely to expend the funding each year unless the countries with lower than 20 % spending significantly pick up spending. As previously noted, the burn rates in certain countries are notably low (Figure 12). As of October 2023, according to the UNDP budget analysis, eight countries have burn rates equal to or below 15%, followed by Ethiopia at 41%. On the FAO side, overall countries exhibit higher burn rates, but eight countries have burn rates equal to or below 30%.

Figure 12 - Country burn rates per agencies[[12]](#footnote-13)



The reallocation projection in 2024 and 2025 is divided equally among the three outcomes. In 2024, 29% of the budget goes to outcome 1, 27% to outcome 2, and 32% to outcome 3. In 2025, the allocation is 25% to outcome 1, 29% to outcome 2, and 33% to outcome 3. This decision is justified by the observation that some countries are behind in achieving outcomes 1 and 2, while many activities related to outcome 3 remain pending, necessitating additional efforts to meet the anticipated results.

By reallocating a higher percentage of the budget (37%) to 2025, there is an effort to align the revised work plan with the overall projected expenditure for the programme. However, such a significant shift might pose a risk. This strategy assumes that the increased allocation to 2025 will sufficiently cover the gaps from the previous year. There could be unforeseen challenges or changes in circumstances such as government changes, insecurity in some countries that might impact the execution of this plan, leading to potential budgetary or operational issues. It is important to consider potential fallback plans or mitigation strategies to address these risks and ensure the successful execution of the revised work plan.

## Cost-Effectiveness

#### Management costs

Based on the data provided in November 2023, the project management costs appear to be managed in a cost-effective manner to some extent. Analysis of financial information reveals that project management costs were within expectations, representing 4.05% of the total programme expenditure at the time of the evaluation. This figure is not only aligned with, but also slightly lower than the revised budget projection, which estimated that 5.08% of the total programme expenditure would be allocated to project management.

The expenditure on general management services (GMS) also appears to be in line with expectations. The projected expenditure for GMS was set at 8% of the total budget in the revised workplan, and as of November 2023, 7.27% of the total expenditure had been allocated to GMS. This indicates prudent management of resources, with actual spending closely tracking the planned budget allocation.

The joint implementation model, as described above, successfully connected the comparative advantages of both the UNDP and the FAO. By leveraging the strengths and expertise of each agency, this collaborative approach has helped stimulate a cost-effective and efficient implementation process as mentioned by some internal respondents.

#### Monitoring and Evaluation

In evaluating the project's cost-effectiveness, it is important to assess the expenditure on M&E which entails the cost of M&E Officer, time spent by the global team on monitoring activities, M&E missions, the Mid-term review workshop and the MTR. The indicative costs for the M&E Plan outlined in the Prodoc amounted to 635,000 USD without staff costs which are estimated at 140,000 USD, the total budget allocation stands at 775,000 USD. As of 2023, 320,542.42 USD, or 41%, has been utilized, including the present MTR. This expenditure rate indicates that the project is effectively managing its M&E budget, with expenditures remaining on track for the project's conclusion in 2025.

#### Overall budget

SCALA has at the country level, a total budget of 600,000 USD split 50-50 between the two executing agencies, with a potential additional 100,000 USD per country. This additional funding becomes available once a country achieves 70% of its delivery targets and aligns its proposed activities with the ToC. Currently, requests have been submitted by Costa Rica and Colombia, with Uganda in the process of preparing its request. This approach was designed to achieve two main objectives: firstly, to allocate more resources to high-performing countries while avoiding over-allocation to those unable to meet delivery targets, and secondly, to assess and address global-level gaps by allocating top-up funds where needed, such as in cases where gender considerations are insufficiently addressed. Taking this approach demonstrates great cost-effectiveness as it allocates funding where it is used and best spent.

Discussions with country teams suggest that the allocated budget is sufficient to cover the activities outlined in the workplans but falls short on what countries expect in terms of development aid. Feedback from interviews and surveys indicates that many stakeholders expressed concerns that the budget may be insufficient to achieve significant outcomes. In other words, USD 600,000 is a very small budget when compared to the greater scope of things. Moreover, out of the USD 600 000 30% is dedicated to project management costs on average. One agreement amongst country teams was that it was difficult to convince government stakeholders that USD 600,000 can produce meaningful results. It is notable though, that the amount of funding is comparable to other enabling activity program budgets, which may be the main misunderstanding within countries. I.e. that SCALA supports enabling activities, and not large infrastructure or project implementation. So, while it is recognized that more funding for climate finance is needed, it is just not within the scope of SCALA’s work.

Furthermore, with 33% (or potentially 39% with the top-up) of the total budget allocated to country offices and the remainder to global team, PMC, and GMS, questions arise regarding the optimal distribution of funds. Considering the feedback indicating the need for more substantial investments at the country level, reallocating resources may be necessary to ensure cost-effective implementation.

Another inefficiency identified in the budget is the dispersion of funds across numerous small activities within each country’s workplan. This division, with allocations as low as 10,000 USD or 5,000 USD for individual activities may hinder the demonstration of SCALA’s impact. While this approach fosters complementarity and coherence by covering identified gaps, as noted above in the [coherence section](#_Coherence_and_Complementarity), it spreads activities too widely to fully feed into the overall programme planned results and achievements per the results framework. The many activities can potentially be due to the requirements of the results framework, which specifies 7 activities in all at the country level across the 3 components. While this does not seem like a lot, it is when put in the context of a USD 600,000 budget.

## Financial Management

In terms of audit processes, the Prodoc specifies that audits should be conducted annually or in accordance with UNDP audit policies, with a total cost of USD 45,000. Specifically, under UNDP's management role, USD 9,000 per year is allocated for audits. However, so far SCALA has not been select for an audit by UNDP Headquarter.

At the country level, the responsibility of financial management falls upon the financial officers of each country office. Interviews with country teams suggest that managing finances split across two agencies complicates the process and make the financial management tedious and burdensome. This challenge also extent to the global level, where coordination and aligning financial reporting between the two agencies appear to be difficult.

The budget procedure is flexible once Country Offices (COs) have a Work Plan (WP). COs can reallocate budgets within agreed parameters and procedures, typically with backstopper approval, though major changes may require higher-level approval. Adjustments can be made as needed, even for unforeseen expenditures with retroactive adjustments being common at the global level. Major budget revisions, such as adding a responsible party, which requires approval from headquarters are typically requested once or twice a year and may take longer. The actual budget revision does not need to precede implementation, except in specific cases dictated by UNDP or FAO rules. Flexibility is acknowledged, and COs are reminded to discuss and adjust their plans annually and as needed.

## Co-financing

Despite not being a mandatory reporting requirement under IKI, co-financing plays an important role, and is present in SCALA. While UNDP and FAO do not explicitly track co-financing, the significance of it within SCALA cannot be understated. SCALA operates within a framework of extensive collaboration as noted in the section on [coherence](#_Coherence_and_Complementarity) , not only on a global but also at the country level, where activities often complement existing initiatives rather than serving as standalone endeavors. This dynamic nature of SCALA's implementation often results in the integration of co-financing across nearly all its endeavors, underscoring its importance in fostering coherence and maximizing the effectiveness of climate action efforts.

## Adequacy of the Sequence of Activities vis-a-vis budget planning

The lower-than-expected expenditure rate can be attributed to several factors, but mainly caused by the longer-than anticipated inception phase. Firstly, a slow start - characterized by the absence of expenditure registered in 2020 - delayed project initiation and execution. This absence of expenditure in 2020 can be attributed to the impact of the COVID-19 pandemic on the SCALA rollout, as mentioned in the 2020 interim report and detailed above in [Factors that facilitated or Hindered Implementation](#_Factors_Facilitating_or). However, delays were also experienced during this time due to prolonged feedback acquisition and clearance processes, with the ProDoc signed only in October 2020. Consequently, the project timeline was adjusted: The programme was formulated between January and July 2020 by the two agencies, in collaboration with BMU and others, followed by quality assurance and clearance procedures within UNDP. The project document was endorsed by the Deputy Director of the Bureau for Policy Programme and Support of UNDP in November 2020, and the UN-to-UN agreement between FAO and UNDP was finalized in December 2020. The UNDP project document was then shared with BMU and ZUG in February 2021.

The inception phase was a crucial component of the SCALA process but has been recognized in interviews to not be sufficient in length. Government uptake of project activities as noted was a significant factor that required more time than initially allocated. During the inception phase, delays were notable due to prolonged negotiations and discussions with various governments. Adjustments were made to extend the inception phase duration, acknowledging the intricate nature of securing government support and alignment. These Extensive communication and alignment efforts, particularly in the face of low-budget constraints, contributed to a duration longer than the initially planned 6 months. Furthermore, as noted in section [Factors that facilitated or Hindered Implementation](#_Factors_Facilitating_or)., the COVID-19 pandemic impeded in-person consultations and engagements with the stakeholders.

## Project Level Monitoring and Evaluation Systems

### Monitoring design and operationalization

The Programme includes a comprehensive and costed Monitoring and Evaluation Plan; however, the plan and the costs of M&E may have been underestimated. The M&E plan is sufficient and covers essential M&E requirements. The review team complements the integration of planning for lessons learned and knowledge generation, which is often not considered in M&E outside MTRs and terminal evaluation. Furthermore, setting aside distinct costs for monitoring of risks, stakeholder engagement plan, as well as gender action plan is good practice and commendable.

The Results Framework is too ambitious. A project results framework is included in the ProDoc, and comprises outcomes, outputs, indicators, targets and means of verifications with corresponding activities and assumptions. The indicators provided in the results framework at the stage of the ProDoc are SMART (Specific, Measurable, Accepted, Relevant and Time Bound). However, they may be too specific and ambitious in terms of what the programme is able to monitor in terms of results. E.g., by including terminology such as ‘transformative, gender-responsive climate action’ in nearly each indicator and target necessitates that each product produced through the support is monitored for gender mainstreaming and assessed whether it is really transformative. It would have been sufficient to include this language at the output, outcome, and impact levels. For example, the indicator language would have been sufficient with reference to ‘climate action’ while specific gender indicators or targets could then have been defined. For example, ‘number of gender assessments conducted’ or targets on the number of women involved in activities. Furthermore, some targets have proven unachievable and are wrongly placed. The target on media downloads is placed under Outcome 3, which is focused on private sector. While media downloads is a fine indicator to use to assess reach, it may have been better as an objective level indicator. Furthermore, interviews reveal that this indicator is likely unachievable and may require readjustment. Finally, the Results Framework did not determine Mid-Term targets.

A principal component of measurement to ascertain an enabling environment is capacity built, which is also a central the SCALA activities. A lot of effort is being put into capacity building; however, the results framework does not call for any targets on capacity building. Capacity building indicators are difficult because often they only measure the number of people attending training, which does not say much about the actual capacity built. However, capacity assessments can be generated at the beginning and end of workshops to get an average of the capacity built in the trainings. Furthermore, at project closure, the terminal evaluation can inquire on how well the programme has helped built internal capacity and if the training has been put into further use.

Country level M&E planning is inconsistent and could be better planned. At the country level, inception reports in the 12 countries includes a brief description of the M&E plan, which very often only describes the minimum requirement on quarterly reporting, while some also includes the need for a baseline assessment and some text on internal monitoring, meetings and communications. However, this is insufficient in the sense that the inception reports should have more clearly described the roles and responsibilities for M&E within the countries and what M&E entails exactly. Furthermore, a quick review of the workplans reveal that the countries do not define a specific budget for M&E. The evaluators assume that this is integrated within the GMS costs of each country office. Having it differentiated would allow for a cleaner reporting on budgeting.

### Quality of Reporting

Reporting is conducted according to UNDP and IKI standards. As such, per the M&E plan, reporting is done annually, during mid-term (present) and at the end of the programme (a terminal evaluation) per UNDP standards. In addition, biannual reports are also completed and submitted to the donor (IKI). Reporting is done at three two levels, UNDP/FAO global SCALA team report to the donor, UNDP report to the Funding Window Management, which oversees all German trust fund funding for UNDP, and country teams report to the SCALA global team.

Interviews indicates that reporting has been on time and high-quality. Both country teams, and the global team have compiled information on time to report to the donor, UNDP and FAO management, and the SCALA Board. Reporting is also generally considered high quality. However, given the size and complexity of the programme, the reports are often long and complex to read and thus difficult for management and the donors to gather a comprehensive overview on. Furthermore, while country teams are included in the monitoring and reporting process, country stakeholders report that they have not been included or provided input to annual monitoring on the activities.

Reporting at the country level does not always fit within the global results framework. To advance reporting from the countries, the global SCALA team has developed a comprehensive monitoring template used by the project teams to monitor progress on activities. This template monitors according to the overall programme results framework. However, a significant pitfall of the reporting structure is that many times the deliverables in the individual country work plans do not match 1-1 with the template. For example, some activities listed under outcome 1 in the reporting from countries in the global reporting template, may be listed as activities under outcome 2 in the individual country work plans and inception reports. This can make it difficult to follow the progress on the individual work plans. Furthermore, country teams are required to report and update this template on a quarterly basis. While this supposedly allows the global team to automatically gather an overview of what happens within each country, interviews indicate that it is tedious to fill out, and reporting is required too often as things do not work that quickly within the countries.

Quarterly reports from country teams are often insufficient. Notably, some countries’ quarterly reporting does not seem to include reporting on expenses. Notably, this can still be monitored at the Global level and is thus not relevant in the reporting from the countries. In addition, a review on reporting reveals that several countries quarterly reports are highly insufficient in term of information provided. That is, several quarterly reports seem to be completely lacking information for some years. This is primarily prevalent for 2022, which is understandable as many countries were yet not implementing activities then and only devising work plans. However, even for 2023, quarterly reporting in many countries is lacking information. This may also be related to the complexity of the quarterly reporting structure. While the excel reporting is good for keeping track of activities at the country level, reporting from the country to the global level could be simplified into a word reporting template that only cover reporting at the output level and more analysis from countries on how they are achieving the overall programme outputs. Or at least such report could be done annually, where the countries summarize their achievements and how they are meeting the outputs and outcomes. Particularly, as the programme moves towards closing and want to assess its higher-level outcomes and impact, it would allow for better findings on how exactly the SCALA activities enhance the enabling environments in each country, mainstream gender. Engage the private sector and moves the arrow that points towards transformative change. At present this cannot be gathered from the reporting templates used in the countries.

Risks could be more closely monitored and reported on. While the assesses and manages risks to sustainability, reporting on the risk log and SESP could be improved. In the interim reports risks are not covered; but these are included in annual reports. The Social and Environmental Screening Procedure (SESP) documents, prepared for each country, are according to the interim reports regularly revised, but revisions are not described in detail.

### Adaptive Management

Using the results, monitoring, and reporting framework the SCALA programme has demonstrated a flexible and iterative approach to its work planning process, allowing for annual updates to the workplan. This adaptability ensures that the programme can respond to changing needs and priorities at both national and global levels. The iterative process reflects a commitment to a dynamic and learning-oriented approach to project management.

SCALA has responded to challenges by collaborating with other UNDP teams, leveraging expertise and tools available on budget integration and climate finance. The programme has reinforced its team of MRV specialists at FAO, providing both in-person and virtual training to address capacity gaps. Additionally, in addressing the new area of private sector engagement, ongoing guidance and follow-up activities are ensuring the integration of private sector activities into SLAs.

Lessons learned from the inception workshops, where inconsistencies and delays were observed, have led to the realization that project tools can be adapted to better suit country needs without causing significant delays. Particularly the CAR has been adapted according to feedback both from national stakeholders and the country teams. This has led to significant refinement of the tool during the past year. By regularly updating the CAR Matrix, SCALA ensures that its strategies remain aligned with the changing dynamics and emerging challenges in each participating nation. This iterative process facilitates a nuanced comprehension of local contexts, including linguistic and conceptual nuances that may impact the implementation of climate action initiatives.  The ongoing refinement of the SLA ensures that the programme stays attuned to the specific requirements and challenges faced by each country, allowing for timely adjustments and enhancements in project activities. This understanding underscores the importance of aligning tools with the country context and ensuring that the outcomes resonate with the country's priorities.

In response to challenges faced during implementation, SCALA has undertaken revisions of workplans. This process involves discussions with stakeholders to identify bottlenecks, overlaps with other initiatives, and distribution of responsibilities. However, as illustrated in the financial analysis above, the annual budget expenditure continues to fall short of expected annual achievements.

Lessons learned from engaging with the private sector, recognizing the need to understand their interests and perspectives, have led to the issuance of guidance documents. These documents target governments, technical and financial partners, and the private sector, aiming to foster better collaboration and ensure that private sector engagement aligns with the objectives of all involved stakeholders.

The recommendations from the Advisory Group (AG) meetings, emphasizing the sharing of experience and lessons learned on various aspects such as SLAs, gender and social inclusion, private sector engagement, and careful consideration of activity timelines, have been actively implemented. Particularly through global partnerships and internal workshops. This reflects a commitment to continuous improvement and incorporation of best practices into the ongoing project activities.

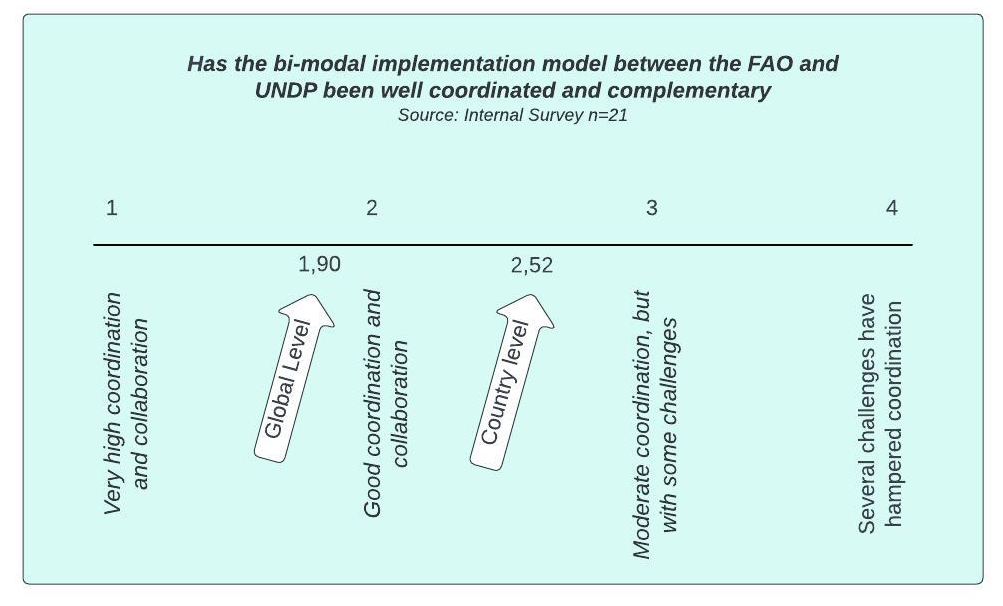
## Management Arrangements

The institutional setup of the SCALA program, fostering collaboration between FAO and UNDP, leverages the strengths of each organization both globally and at the country level. The partnership is aimed at enhancing the programme's capability to address complex challenges at the intersection of agriculture, climate change, and sustainable development. According to interviews, the SCALA programme is viewed as a good model within the UN system exemplifying how different agencies can effectively collaborate. The one main issue with these bi-modal agency models is that administrative systems differ, which can be complicated for both global and country teams, and it was also evident during the present MTR where multiple interviews testified to this complexity.

This model of collaboration has worked well at the global level and in most countries where the collaboration is positive; however, there are indications in some countries that the bi-modal model is challenging. The review team overall assesses a good collaborative and fluid relationship between the global team staff of FAO and UNDP. Responsibilities are well-shared across the two organizations, with activities that leverage each organizations strengths and expertise. This is true at both the global and country level, though at the country level it took some time in the inception stages to delineate responsibilities between the two agencies. Interviews with country teams testify that this was effectively clarified by the global team and the backstoppers, which allowed for smooth, though slightly delayed, determination of the work plans. These findings on coordination are also reflected in the internal survey where global level coordination scored 1,9 on a scale from 1-4, with 1 being ‘very high’ coordination and 4 indicating ‘several challenges’ (Figure 13).

Evaluative evidence from the countries indicates that often the country staff works in silos rather than working together, even if the relationship is positive. That is, once the work plan is determined and split between UNDP and the FAO, the agencies work individually on their assignments and generally only inform each other of progress during reporting periods. This is not necessarily an indication of negative working relationships, though in some countries, the two agencies have particularly difficulties in collaborating. Similarly to the survey results for the global level, this finding is reflected in the internal survey from country teams where coordination scored 2.52 on the scale from 1-4, thus coming closer to 'moderate coordination, but with some challenges' (Figure 13).

Figure 13 - Country Teams' Perception of coordination between FAO and UNDP at Global and Country Level



One notable challenge in the implementation of SCALA at the country level is the presence of competing priorities among country coordinators, which lowers their attention on SCALA. The diverse mandates and priorities of UNDP and FAO makes it difficult for some country coordinators to apply the level of attention that SCALA needs to ensure implementation progresses. This is more so the case for UNDP staff than FAO staff, which is likely tied to the lower burn rate under UNDP as well (See section on [Finance](#_Finance_and_Co-Financing)). Country staff particularly raise the concern that SCALA’s small budget of 600k (300k per agency) highly contrast other projects they work on which are worth millions, and thus receives lesser attention. This issue is more the case in countries where country staff works on multiple projects rather than focusing on just SCALA. Furthermore, the review team noted that in the country teams, UNDP had more a tendency to hire country coordinators merging their work responsibilities with other assignments compared with FAO country coordinators who were often solely focused on SCALA.

The quality of implementation by the programme management team is perceived as good, despite the low burn rate. Challenges and issues have been met head on, and the management team have worked actively to solve these. The lower-than expected burn rate is not a result of management processes, but rather due to the presence of a higher-than-expected learning curve, both for country teams, and country stakeholders. As indicated in both the survey and through interviews, country stakeholders express appreciation of the management model and quality of FAO and UNDP support (Figure 13); though with some concerns. 17 out of 26 noted that ‘good’ to ‘very high’ coordination and collaboration between FAO and UNDP.

Country teams note that the global team, and the backstoppers, encompass a high level of expertise, are quick to respond, and provides guidance that is applicable in the local context. Interviews confirm that the backstoppers have played a crucial role in advancing activities. They have facilitated knowledge exchange, connected the dots between global and local levels, and streamlined implementation across the participating countries. The comprehensive introductory package offered to country teams, have equipped them with necessary tools to navigate the complexity of the SCALA programme, fostering a shared understanding of its objectives and strategies across diverse contexts. The package comprised documents in multiple languages. Several interviewees highlighted the significance of the introduction kit in facilitating a smooth start for the programme. This resource developed by the Global team proved instrumental in helping teams grasp the scope and complexity of the programme more effectively.

Country teams also highlight that joint activities, team retreats, management retreats and webinars offered from the global team have contributed to better coordination, understanding of the programme, and sharing of lessons learned between the countries. These serve as more than just networking opportunities; they play a role in strengthening team cohesion, fostering strategic brainstorming, share knowledge and lessons learned, and enhancing capacities. The most recent workshop in Rome was highlighted in interviews as being highly useful in sharing lessons across the country teams. In particular, that it was in-person allowed for a more intense working environment where all participants were focused and engaged.

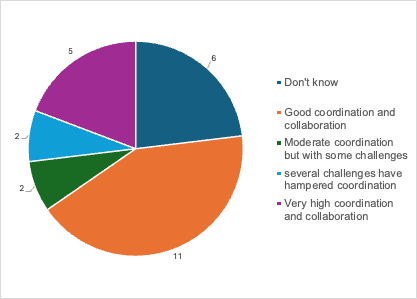
Despite these efforts concerns have been raised regarding the frequency and duration of regular meetings. In particular, some interviewees express that the limited time allocated per country impact the depth of discussions. Exploring the implementation of regional and thematic meetings could address this limitation. Furthermore, it may address time zone issues which was often raised as a limiting factor of virtual meetings.

There is room to boost the emphasis on learning and capacity building at both the country and programme levels. Creating platforms for sharing experiences and lessons learned between countries can foster a culture of improvement and innovation within the programme, enhancing its overall effectiveness and impact. Country stakeholders (Government, Private Sector, Academic etc.) interviewed all raised the interest to have cross learning with other SCALA countries.

Communications channels are clear and concise. The SCALA programme has established a structured internal communications framework, detailed in the FAQ and inception package. This framework provides clear guidelines for communication and advocating for the utilization of national communication channels by country offices. Such an approach fosters consistency and clarity across the project management teams and help ensure that every team member is aligned with the overarching objectives. Furthermore, efforts to improve internal communication have been put in place to keep internal teams informed and prepared with the necessary knowledge to move the project forward. The development of tools like internal guidance briefs and webinars on technical topics such as gender and social inclusion, transparency MRV and M&E has been useful to the country teams. These resources are important to offer team members insights, updates, and best practices to help them achieving the programme’s expected outputs. Feedback from FAO and UNDP team members consulted during the evaluation process all agreed that the global team's communication efforts were good.

The team (both globally, regionally, and locally) deploys participatory approaches to problem solving and devises solutions that enhances implementation. However, during implementation, several government counterparts express concern about the true national ownership due to the management style of the partners. In some countries there have been an overreliance on UNDP or FAO for example for organizing activities, using the ministries only to summon stakeholders, which raises doubts about genuine ownership. In other countries, government counterparts express that they are bypassed on decisions regarding activities. Evaluative evidence indicate that these conflicts arise more often in situations where the Governments have changed since inception than in countries where the government counterparts remain the same.

Figure 14 - Country stakeholder perception of UNDP and FAO coordination and collaboration.



The establishment of the Programme Board and Advisory Group demonstrates a structured approach to strategic oversight of the entire programme. While the Board provides overall guidance and supervision of progress, the Advisory Group contributes recommendations to strengthen the workplan, offer technical outputs, and suggestions for partnerships.  This has been useful in helping drive the programme forward. Advisory Group and Programme Board Minutes testifies to good advice as well as responsiveness from the Management Team to integrate recommended guidance from both in the programme. The attendance at Board Meetings generally follows the TORs and it is staffed by key management from both UNDP and FAO which helps align the activities of SCALA further within each agency. The Advisory Group meetings include a mix of stipulated groups as illustrated in Figure 14 in the introduction but achieving full representation has been challenging given the vast majority of organizations that are included. A review of Advisory Board meeting minutes and participation indicate that participation from especially from women's groups, youth, indigenous people and local groups remains a challenge. In addition, groups working on biodiversity and adaptation has been underrepresented.

## Global Communications and Awareness

The SCALA programme demonstrates an external communication strategy, showcasing positive aspects that reinforce its visibility, engagement, and impact within the broader climate action community. The SCALA external communication strategy is appreciated by all respondents consulted during the evaluation process.

The programme has earned recognition as a flagship initiative of UNDP-FAO, collecting placement and acknowledgment at various external events. This recognition not only improves the programme's profile but also solidifies its relevance and importance. In 2020, the programme participated in 5 external events to raise awareness in agriculture and climate community. In 2021 SCALA’s visibility as a UNDP-FAO flagship programme was increased in 5 external key events (e.g. 7th Asia-Pacific Adaptation Forum (APAN)), and SCALA was featured in 25 external events including 7 events of the COP26. In 2022, SCALA participated to 18 external events including the COP 27. The latest external events attended by SCALA in 2023 are available in Box 5 below. The programme's active participation in global platforms and events further amplifies its reach and influence. These platforms provide opportunities to showcase achievements, exchange ideas, and forge partnerships that can drive collective action.

Moreover, the SCALA programme actively contributes to the dissemination of knowledge and insights through external channels. Articles highlighting project findings, innovations, and best practices are regularly published, facilitating the sharing of outcomes with a wider audience. According to the annual interim reports, the UNDP and FAO websites were launched in January and May 2021 respectively. In 2021, 13 news articles were published, 1 video was published, all 12 partner country pages were populated, and 4 thematic pages were uploaded. In 2022, 11 web articles were published along with 17 videos of which 10 featured SCALA countries’ work. In 2023, 15 web articles were published, and 21 videos were uploaded of which 20 featured SCALA countries’ work. By disseminating these insights, the programme not only contributes to the advancement of knowledge in sustainable agriculture and climate action but also fosters collaboration and learning among stakeholders. Furthermore, updates on the Programme are being shared with IKI and other partners, such as NAP-Global Network, NAP Global Support Programme, NDC Partnership website.

Within the domain of external communications, while the SCALA programme demonstrates strengths, there exist opportunities for improvement. Based on respondents’ point of view the programme could see an enhancement in the frequency and duration of its external engagement events. By increasing their occurrence and extending their duration, such as workshops, meetings, and conferences, the programme can encourage more active participation, facilitate deeper discussions, and cultivate stronger collaborations among stakeholders. This adjustment would enable a more comprehensive exploration of topics, ensuring that diverse perspectives are considered, thus enriching the outcomes of these gatherings.

While the programme currently engages with stakeholders on relevant themes, based on interview conducted during the evaluation there is an opportunity to broaden its scope by exploring additional topics of interest and relevance. By diversifying thematic engagement, the programme can cater to a broader audience and address a wider array of concerns within the climate action and sustainable agriculture sectors. This expansion could entail looking into emerging issues, exploring interdisciplinary connections, or focusing on specific challenges faced by different regions or sectors. Such diversification would enrich the programme's impact and resonance within the broader community.

Offering more learning opportunities for external stakeholders, such as webinars, workshops, and training sessions, can significantly enhance knowledge dissemination and capacity building. By providing platforms for continuous learning and skill development. These learning initiatives serve as resources for stakeholders, enabling them to stay updated of advancements in the field and adapt to evolving challenges and opportunities. This aspect was mentioned during discussions with external stakeholders, especially in Ethiopia, where stakeholders wish to participate in more global events on topics of interest, especially in terms of private sector engagement.

|  |
| --- |
| Box 5. Examples of External Events attended by SCALA in 2023   * March 2023: side event at NAP Expo 2023 on [Transformative adaptation actions in the agriculture and land-use sectors](https://www.adaptation-undp.org/nap-expo-event-transformative-adaptation-actions-agriculture-and-land-use-sectors) in partnership with UNEP. * May 2023: breakout session at the Global NDC Conference 2023 on [Implementing climate change action in agriculture through an integrated water-energy-food-ecosystem nexus approach](https://www.fao.org/in-action/scala/news/events/detail/global-ndc-conference-2023--implementing-climate-change-action-in-agriculture-through-an-integrated-water-energy-food-ecosystem-nexus-approach/en). * August 2023: side event at the 8th Asia-Pacific Climate Change Adaptation (APAN) Forum on [Planning for Adaptation and Resilience: Scaling up Climate Ambition for Resilience of Land Use and Agriculture Systems](https://www.adaptation-undp.org/scala-events-apan-forum-planning-for-adaptation-and-resilience-scaling-up-climate-ambition-for-resilience-of-land-use-and-agriculture-systems). * September 2023: side event at the Africa Climate Week (ACW 2023) on [Adapting Agrifood Systems and Ensuring Food Security in Africa amidst Climate Change](https://www.fao.org/in-action/scala/news/events/detail/africa-climate-week-2023--adapting-agrifood-systems-and-ensuring-food-security-in-africa-amidst-climate-change/en). * November 2023: side event at the Asia-Pacific Climate Week (APCW 2023) on Planning for adaptation and resilience: Scaling up climate ambition for resilience of land use and agriculture systems with examples from SCALA support in Cambodia, Mongolia, Nepal, and Thailand. * December 2023: side event at COP28 on [Scaling up inclusive climate action through private sector engagement in agriculture and land use](https://www.fao.org/in-action/scala/news/events/detail/cop28-side-event--scaling-up-inclusive-climate-action-through-private-sector-engagement-in-agriculture-and-land-use/en) at the NDC Partnership Pavilion. * Regional communities of practice on implementing NDCs in the agricultural sectors (Colombia and Costa Rica): Inter-American Institute for Cooperation on Agriculture (IICA) and Central American Agricultural Council (CAC) |

# Sustainability

Assessing sustainability of results is often premature at the MTR stage. Not enough achievements have been made to assess if these will be sustainable. This is particularly the case for SCALA. However, one can still start to consider what factors may contribute to better ensuring sustainability post-project closure. Mostly, these relate to the factors that [facilitate or hinder implementation](#_Factors_Facilitating_or).

The programme does not have an exit strategy. None was described in the ProDoc and none has been considered during implementation. An exit strategy is key to ensuring sustainability of the results in a programme; whether the exit strategy explains measures to ensure country ownership and scaling up by the country stakeholders themselves, or if it requires additional donor funding to take the results to the next level. For SCALA the considerations that should be given to an exit strategy to ensure sustainability are as follows:

Working at the policy level the sustainability of SCALA programme results is closely tied to government support. Countries with strong government buy-in and political support demonstrate quicker progress, while those with less political support face delays. As such, government commitment and support are crucial indicators of the likelihood of sustainability. The data reveals a noteworthy level of government interest in collaborating with SCALA, with 52 percent of country staff expressing that the government exhibits a ‘high level ‘of interest and the remaining 48 percent indicating a ‘neutral’ to ‘somewhat’ positive inclination. This reflects engagement from government entities in the SCALA program. However, when asked if SCALA has built country ownership, only 6 of 26 external stakeholders responded very much, and several noted miscommunications, disagreement and a lack of engagement with government agencies in the open-ended answers. Thus, one may question if the country ownership at present is enough to drive sustainability in all countries.

Concerns exist regarding the country ownership of initiatives. As reflected in the MTR, engagement across government agencies is lower than the ambition of the programme, with some line ministries not included in engagement processes within the countries. In some countries, key implementing agencies even reflect a lack of ownership due to disagreement on the activities that are implemented. In other countries, there exists some confusion on who is the primary responsible ministry of the programme activities given the programmes cross-sectoral features. This can particularly jeopardize sustainability of results if implementing ministries do not support activities; their continued buy-in is essential.

The political and social context of countries introduces further uncertainties. Elections and political conflicts, as seen in Argentina, Senegal, Ethiopia, Costa Rica, Nepal, and Egypt, pose potential challenges to programme activities. These external factors could impact the pace of implementation and shift government priorities, influencing the sustainability of outcomes. Needless to say, political restructuring is often outside the sphere of influence for the SCALA team, which have to work with whatever incoming officials that are elected. However, if SCALA was better integrated in the country planning incoming officials may be more bound by the agreement to support SCALA.

The limited SCALA budget often lowers its priority level, not only for government counterparts, but also even within country teams. If stakeholders are not committed to supporting the projects, achievements of results are not likely. SCALA must be seen within the larger scope of things. While country teams and government stakeholder may view SCALA as a small programme, its features play into the larger policy level picking up on activities that are part of larger project implementation and budget. This need to be fully conveyed to all project stakeholders and country teams to ensure their priorities include SCALA activities.

One of the biggest factors that will impact the programmes sustainability of results, is the achievement of the concept notes. This places pressure on work conducted under Component 3 to be completed. Concept notes emerge as a valuable mechanism for attracting new funding and supporting the continuation of programme activities. Collaborations with line ministries and the private sector further enhance the potential for sustained initiatives beyond the project period, reinforcing the importance of integrating these elements into the exit strategy. However, it is notable that simply developing the concept notes may not be enough for the SCALA programme. How these concept notes are financed with potential financial partners lined up are even more important.

Another significant SCALA activity that enhances sustainability of the results is the programme's support to MRV and M&E. Efforts to foster the institutionalization of monitoring and evaluation (M&E) systems within government bodies contribute to the sustainability of the overall objective. The MRV/M&E systems are build on the mechanisms that drive transformational change. Furthermore, the internalization of competencies reduces dependence on external consultants for climate change reporting and assessment tasks, laying the groundwork for a more self-sustaining framework within countries.

Notably, countries participating in the programme express significant interest in a second iteration of SCALA, reflecting a collective willingness to broaden the geographic scope and invest more in monitoring, evaluation, and reporting systems. This keen interest suggests a potential avenue for sustainability and growth, indicating the need for careful consideration in the development of an exit strategy. Participating countries particularly note that present activities may not be sufficient to drive transformative change, and most activities are set up to be upscaled. If a second iteration of SCALA focuses on scaling up activities within the countries, long-term impact may be greater.

Certainly, the SCALA process can also be applied in more countries. In particular, the refinement of the tools that have been developed under SCALA and the lessons learned would allow for a more streamlined implementation in these countries. However, if added under the present programme, more streamlined M&E is necessary for the programme team to be able to keep a comprehensive overview of the implementation.

# Conclusions and Recommendations

## Conclusions

Even if the programme has not fully achieved its ambition per the Theory of Change and Results Framework, it is making progress, and much have been achieved. Ratings in the table below reflects achievement of targets per the results framework, as well as the evaluators assessments of the overall programme performance and achievement. IN the case of SCALA, what is being achieved is not fully reflected in its results framework.

Indeed, it supports the implementation of NDC and NAP priorities in agriculture and land use and have ensured countries’ priorities are the centre of its activities. Even though specific targets have not been met, and some even lacking behind still, the MTR reveals that 2023 marked a turning point for SCALA with great progress made. All countries except Argentina have completed their inception phases and commenced implementation of activities under components 1 and 2, and to some extend component 3. Even if these activities do not follow the exact model envisioned by SCALA, they are still within the overall of goals of the programme and support the objectives.

Several challenges have impacted progress, with the complexity of the project design and concepts playing a major role in the early inception phases. Good management and coordination, coupled with coherence and coordination with other initiatives and activities has helped conceptualize SCALA. However, gaps in stakeholder engagement, gender mainstreaming and private sector engagement persists, which are essential pieces of the programme ToC.

|  |  |  |
| --- | --- | --- |
| Measure | MTR Rating | Achievement Description |
| **Project Strategy** | N/A | SCALA aligns with the strategic objectives and frameworks of both the UNDP and the FAO, the Donor (IKI) objectives and goals, and the programme covers specific gaps noted in the international dialogues. It is structured to help mainstream key thematic areas from the enhanced NDC as well as the NAPs in agriculture and land-use planning. The criteria used to select countries in SCALA allows for operations to align with relevant contexts, which was reaffirmed through the MTR. One of the programme’s strengths lies in its close coordination and coherence with other activities, both at the global and country level. This coordination has helped drive activities forward.    The project design is sound, but complex. The systems approach is not well-understood by many of the engaged stakeholders and have required more discussion than anticipated. The way the activities link through the three outcomes is a logic process for the programme implementation but was not well enough illustrated in the ToC. Several aspects related to the ToC on barriers and gender was also absent. |
| **Progress Towards results** | Objective:  Moderately Satisfactory | The evaluative evidence points towards positive achievement of capacity built and enabling environments in place at the objective level. Indeed, some of the key ingredients for this is training, development of an evidence base, priority integration in budgeting, planning and MRV enhancements, as well as the determination of incentives for private sector engagement. However, as a whole, engagement of the private sector, gender mainstreaming and social inclusion is still low in most participating countries as indicated in the outcome analysis. As key ingredients of transformational climate action the SCALA programme needs to pay particular attention to engaging the private sector and mainstreaming gender in its activities to fully realize its determined drive towards transformational climate action. |
| Outcome 1: Satisfactory | Outcome 1 is on track to be achieved with multiple barriers of the theory of change being broken down. The analyses have helped generate baseline knowledge and information feeding into an enabling environment and supported the generation of an evidence base implementation of climate action in agriculture and land use. Some challenges regarding the complexity of transformative systems change have arisen, necessitating ongoing sensitization efforts to national stakeholders. Prioritization of activities have been done in all countries except for Argentina, with several having deployed the Climate Action Review (CAR) tool. Stakeholder engagement under component 1 was fairly high with most countries engaging a wide variety of stakeholders in the development of their work plans and inception reports. However, gender inclusion has been mediocre. |
| Outcome 2: Moderately Satisfactory | Considerable progress has been achieved under Outcome 2, mostly in 2023. Half (6) of the participating countries have worked on policies, plans, and/or budgets relevant for implementing the NDCs or NAPs, and some (3) have started work on MRV/M&E, though the latter remains behind. Stakeholder engagement under this component whittled for many countries. Mainly activities are being implemented in silos and often driven by the Ministries of Agriculture in coordination with FAO and the Ministries of Environment in coordination with UNDP. However, the evaluation found that many other stakeholders were no longer engaged to the full ambition of the project at this stage – mostly line ministries beyond agriculture and environment. Also, the inclusion of CSOs was low, though evidence point towards good inclusion of academia. Gender mainstreaming remains mediocre. |
| Outcome 3: Moderately Satisfactory | Efforts are underway to engage the private sector across all programme components, emphasizing private sector stakeholder mapping, capacity development, and operationalizing the PSEF. However, understanding private sector engagement was more challenging than initially expected which particularly delayed commencement of Component 3. In the absence of agency-specific guidance on how to engage the private sector, the component necessitated a significant learning curve. Several challenges have presented itself in private sector engagement, one being a persistent distrust between the Government and the Private Sector, and another being related to SCALA’s focus on mostly soft activities (analysis, policy, planning). In terms of achievement, concept note development has generally not commenced yet, but the path has been laid through the SLAs and other initial analysis and financial analysis is being conducted to highlight the advantages of climate-related investments, with the purpose to act as a catalyst for private sector participation. |
| **Project Implementation and Adaptive Management** | Moderately Satisfactory | The project implementation and adaptive management is rated moderately satisfactory given the good quality of the management team, the implementation model, and the flexibility and the adaptive capacity of the management model. However, several challenges exist within project implementation which needs to be remedied before the terminal evaluation.    Given delays in project upstart, programme expenditure is low, but illustrative of the progress made thus far on activities; except for component 3 where spending as a percentage of the budget is close to Outcomes 1 and 2. Reallocations have been made to 2024/25 to update the work plan. However, since the burn rate has continued to fall short by nearly half of planned spending, even in 2023, activity implementation needs to be closely monitored in 2024 and 2025 to ensure results are achieved.    Generally, the programme exhibits cost effectiveness. Project management costs as well as activities have stayed within expectations, however the M&E budget may be at risk exhibiting a very high burn rate at the mid-point which could signify low cost effectiveness. At the country level, cost effectiveness could have been improved through less activities with more spending allocated.  M&E is comprehensive, with good quality reporting. However, the results framework has been overambitious and is difficult to measure progress on. It is also missing some key targets and indicators on stakeholder engagement, gender mainstreaming and capacity built. Furthermore, templates to monitor country progress has been tedious and complex and some are highly low on information reported. |
| **Sustainability** | Moderately Unlikely | It would be premature to determine that sustainability of results is likely given presence of several factors that may jeopardise sustainability. The absence of a defined exit strategy is a notable concern, and several key determinators of sustainability of results are not yet in place including full government buy-in and support in all countries, smooth coordination of country teams, identification of private sector engagement and PPPs, and the achievement of concept notes and identification of funding of these. Though Sustainability is rated unlikely, there is time to get the enabling environment in place which drives sustainability of results. |

## Lessons Learned

|  |  |
| --- | --- |
| Lessons Learned #1 | Bi-modal agency models like that employed by SCALA are an efficient method to maximize UN agencies’ strengths but can be more complicated to deploy at the country level. |
| **Context/comment** | The institutional setup of the SCALA program, fostering collaboration between FAO and UNDP, leverages the strengths of each organization both globally and at the country level. Overall, the SCALA programme is viewed as a good model within the UN system exemplifying how different agencies can effectively collaborate. However at the country level, during programme set-up, clear guidance on roles and responsibilities is necessary to ensure both agencies are on the same page, coordinate regularly, and work closely together to achieve results. |

|  |  |
| --- | --- |
| Lessons Learned #2 | Complicated approaches need additional time for capacity building and sensitization to ensure full understanding of the programme goals and objectives by all stakeholders. |
| **Context/comment** | The introduction of systemic approaches, transformational change, and the use of SLAs were unfamiliar or novel concepts in the supported countries. Continuous validation within SCALA played a crucial role in helping stakeholders grasp the necessity of transformative change and the methods to achieve it. This, in turn, helped enhance buy-in on programme activities, even in the face of budget constraints. Limited understanding of the intricacies of SLAs and their proper execution underscores the need for capacity building and sustained follow-up, which can be time intensive. |

|  |  |
| --- | --- |
| Lessons Learned #3 | Streamlined and simple M&E is essential for a global programmes. |
| **Context/comment** | In SCALA the global management team often faced challenges in obtaining a clear overview when dealing with a multitude of countries. SCALA stands out as an excellent project due to its global nature, accumulating valuable international experience and fostering an enabling environment for climate mainstreaming in agriculture and land use. However, the complexity of managing numerous countries makes it challenging to comprehend the ongoing activities. Some of these challenges may be found in the M&E framework and reporting structure of the SCALA programme which have introduced complex reporting templates and a results framework that does not easily translate into country-specific results frameworks and activities. |

|  |  |
| --- | --- |
| Lessons Learned #4 | Ensuring sufficient time to conduct a baseline is critical and helps direct activities at the country level. |
| **Context/comment** | The deployment of the baseline analysis, stakeholder mapping, and the CAR has helped pinpoint the exact entry points for SCALA. While this took longer than anticipated in most evaluative evidence points towards positive acceptance of SCALA’s inception phase. In particular, the baseline, done with or without the CAR Matrix in combination with the inception workshop, helped pinpoint clear entry points for SCALA in the country as it allowed for an opportunity to gauge what was already there and where were the gaps. |

|  |  |
| --- | --- |
| Lessons Learned #5 | Coherence and coordination are important factors to maximize impact of small technical assistance funding. |
| **Context/comment** | The budget in each country was not large for a program that needed to cover multiple activities at the country level. SCALA implementation illustrates how the programme was suitable to help close gaps on other projects or built on previous work through existing activities. Heavy coordination with other programmes and initiatives at both global and country level helped facilitate progress. Furthermore, these kinds of partnerships allowed SCALA work to take advantage of tools and services which to maximize cost effectiveness and offer innovative tools to help build capacity. |

|  |  |
| --- | --- |
| Lessons Learned #6 | Ongoing dialogue and engagement with all stakeholders is key to continued buy-in. |
| **Context/comment** | Several countries have begun to see whittling support during implementation in addition to less engagement between the ministries involved. Particularly ensuring that government stakeholders engage or, at the least, are informed on the programme activities is essential to gather the necessary buy-in. It is important to remember that even if a ministry may not be involved in one component, it may be necessary to involve them under another component. If they are informed on an ongoing basis, it ups their interest in getting more engaged. |

|  |  |
| --- | --- |
| Lessons Learned #7 | Private Sector engagement for UN agencies is complicated. |
| **Context/comment** | FAO and UNDP's legal mandates pose constraints on collaborating with the private sector. This have led the SCALA programme to utilize a selective approach focused on entities covered by MOUs or public sector agencies. While engaging with the private sector involves dialogues and consultations, the emphasis remains on guidance, capacity building, and technical assistance, with SCALA distinguishing between leveraging and co-financing to enable private sector investment without direct financial transactions. |

|  |  |
| --- | --- |
| Lessons Learned #8 | Clear communication on expectations to the private sector is key to manage expectations. |
| **Context/comment** | It is essential to adapt the approach to prevent raising false expectations within the private sector, considering the policies and challenges of FAO and UNDP. The program's success depends on generating innovative ideas, attracting diverse partnerships, and leveraging additional finance, emphasizing clear communication of objectives rather than prioritizing private sector resource mobilization. Addressing organizational challenges and ensuring clarity enhances program effectiveness. |

|  |  |
| --- | --- |
| Lessons Learned #9 | Engaging the private sector at an early stage in the process can yield collaborative approaches throughout all outcomes |
| **Context/comment** | Colombia and Costa Rica, having established early collaborations with business associations and Coops, are currently observing positive results, efficiently achieving project targets. The importance of fostering relationships with trade associations and companies for securing in-kind investments is evident. Despite constraints some constraints, the approach prioritizes engagement with entities already under MOUs or collaboration agreements, serving as a prudent risk mitigation strategy. Therefore, it is recommended to initiate private sector involvement as early as possible for the success of SCALA. |

## Recommendations

Although the SCALA program suffered delays in the start-up phases, the evaluation team is confident that significant strides can be made in 2024 to catch up to the programme timeline. Focus should be put on underachieving areas as well as refinement of implementation. In line with this, the following recommendations have been made.

|  |  |  |
| --- | --- | --- |
| REC # | RECOMMENDATION | ENTITY |
| ***A. PROJECT STRATEGY AND DESIGN: RELEVANCE & COHERENCE*** | | |
| **A1** | **Define a short, but targeted, partnership plan at the global level with a narrower focus, building on existing partnerships, and a focus on closing gaps in the Theory of Change.** SCALA has done well in building global and country-level partnerships, some of which have been very strong and yielded significant synergies. The Programme set-up lends itself well to identifying and maximizing partnerships. The strategy on partnerships has been broad, dispersed and ad hoc including many partners, it would be good for the programme to narrow its focus on global partners that is more focused on advancing programme results within the countries. The Partnership plan should be actionable and defined with a few clear actions and targets that SCALA aims to achieve through its engagement. It should particularly engage programmes or initiatives that can help advance component 3 and pick up on the support needed to finance the concept notes. This could include continued engagement with the NDC-P on concept note development and distribution to potential development partners of finalized concept notes to implement these., or potentially the. CFN to assist in engaging the Ministries of Finance and supporting budget mainstreaming and budget tagging. However, the strategy should not be limited to these two, the Global team should focus on what is needed, and identify partners that can help meet these needs. | Global team |
| ***B. PROGRESS TOWARDS RESULTS: EFFECTIVENESS*** | | |
| **B1.** | **Recapture stakeholder interest and coordination to enhance support to country activities.** Stakeholder engagement has been at the centre of the SCALA programme and was captured very well during the inception phase. However, as the MTR found, support and engagement have dwindled in several countries. As most countries are now well on their way with implementation, having moved beyond the initiation phase, it is time to check back in and ensure there is broad government buy-in as well as agreement across the various stakeholder groups. This can be done through a workshop in each country presenting the SCALA progress and engaging stakeholders for input moving forward. In addition efforts are needed to establish (if not yet done so) and activate the country steering committees, ensuring their regular meetings and active involvement of all stakeholders to drive shared ownership and effective implementation of the SCALA programme. | Country teams |
| **B2.** | **Re-assess stakeholders in the countries and engage those that are key but may be missing**. This includes particularly the Ministries of Finance which are essential players since a key component of the SCALA work is around public finance at the sectoral level. Regular meetings and information transfer to the MOFs as well as engaging them on the Steering Committee is key. While country teams can engage the MOFs nationally, the global team could work through the Coalition of Finance Ministries to sensitize them on SCALA and the importance of NDC/NAP mainstreaming in agriculture and land use.  Furthermore, while many countries have done well in engaging academia and CSOs, several SCALA countries have still not sufficiently ensured these institutions participation. As indicated in countries where activities are advancing well, academia and CSOs can play a significant role as partners and ensure progress on results. | Global team  Country teams |
| **B3.** | **Enhance Gender across the activities.** The programme needs to do a significant stock take on the actual impact that SCALA activities have on gender empowerment. Given its significance in the Results Framework, the results on gender need to stand out more.The evaluation team suggest the following measures are carried out: | Global  Country team |
| **B3a.** | * Use the SLA’s for targeted gender mainstreaming: While it is acknowledged that SLAs are still in the early stages in many countries, resulting in limited identification of gender entry points within these systems, this approach is a great opportunity applied by SCALA to prioritize and embed gender and social inclusion aspects in the forthcoming SLAs. As SLA’s are developed, the SCALA programme should ensure that all SLAs have considered gender entry points within the system these are focused on. | Country teams |
| **B3b.** | * Define a few specific gender indicators and targets for the results framework. While each country does not have to produce a plan focused specifically on gender, the programme team should ensure that gender activities (analysis, assessments, action plans, training, and direct gender support) are counted and reported better on in the results framework. The programme should also report better on gender disaggregation in workshops. Determining a few indicators that are gender specific and corresponding targets may better help show the activities carried out on gender mainstreaming. | Global team |
| **B3c.** | * Advance engagement with more gender-specific stakeholders. Besides ensuring that the key ministry responsible for social inclusion is engaged in the countries, each country could also explore women’s business associations within countries to see if any members work with farm products or on other land use products or is engaged in potential finance activities. Women farmers associations (if present) are also a valid partner within countries to be engaged. | Country teams |
| **B3d.** | * Plan for a short gender outcome analysis. Since the results framework does not tell the storyline on how women benefit from the programme, doing a deep dive into each country to see what they are doing on gender and what outcomes this may result in can help advance the gender storyline. The findings can result in one outcome analysis which much better illustrate the overall gender impact of the SCALA programme and how mainstreaming can be done successfully. | Global team |
| ***C. PROJECT IMPLEMENTATION & ADAPTIVE MANAGEMENT: EFFICIENCY*** | | |
| **C1.** | **Extend the project until December 2026 to ensure implementation of all activities.** The budget is a clear indicator on the progress of the programme. The MTR reveals that the actual spending of SCALA continues to fall short of the planned budget in the ProDoc and even more so against the adjusted budget per the annual workplan. The review team assess that the programme needs significant time to ensure all objectives are being met. As such, consideration should be given to extend the programme at a minimum until December 2026. In addition, during the remainder of the implementation the following considerations should be given to increase efficiency. | Board  Global team |
| **C1a.** | * Focus extra hands-on support to slow moving countries. Backstoppers and the global team needs to focus more closely on the countries that are moving slowly as these are often key reasons for low burn rates on the total budgets. Any countries at mid-term that have lower than 30% average burn rate of their total budget needs special attention to ensure activities commence and actively move forward without delays. This may require more frequent check-in with the country teams and missions by backstoppers to ensure continued momentum as well as close guidance that helps constantly move the activities towards the achievement of results. | Global team  Backstoppers |
| **C1b.** | * Have countries review and (if needed) simplify/narrow their workplans. The MTR revealed that several activities may no longer be relevant and/or achievable within some countries, and funding may be better used elsewhere to ensure better achievement of results. In some of the slow-moving countries it may also make sense to focus on less activities with more funding under each. Each country team should do a quick assessment of their work plans and propose adjustments. The focus should be on re-allocation to existing activities to scale these up rather than the development of new activities given that most work plans are already widely spread amongst many small activities. Also, existing activities have already been approved by stakeholders, and as such it may not necessitate a full stakeholder engagement process as would be needed if new activities had to be agreed on. Each adjusted workplan could be done through an addendum that explains the adjustment. | Country teams |
| **C2** | **Improve the monitoring and reporting framework to better capture the achievements expressed in the Theory of Change**. Several gaps and limitations were found with regards to monitoring and reporting framework, and though monitoring and supervision is quite extensive, the following considerations could be given to make needed adjustments. | Global team |
| **C2a** | * Define a few indicators to illustrate achievements on capacity building, gender, and stakeholder engagement. One of the biggest limitations of the SCALA programme is that its results framework does not sufficiently capture the transformative aspects of the objectives it is setting out to achieve. The results framework needs to integrate monitoring of the level of capacity that has been built, the level of gender mainstreaming that has been achieved, and the level of stakeholder engagement and participatory processes that has been undertaken. These are key objectives, but not illustrated in the indicators or targets. A few indicators and targets can be defined at mid-term without changing the overall outcomes or adjusting the framework. | Global team |
| **C2b** | * Improve/simplify reporting templates and requirements from country to global team. Consider if it is enough for the country team to report twice a year on activities rather than quarterly. In addition, the evaluators recommend that a word template is developed, which covers reporting at the output level (number and description), and more analysis from countries on how they are achieving the overall programme outcomes and overarching objective. As the programme moves towards closing and aim to assess its higher-level outcomes, it would allow for better findings on how exactly the SCALA activities enhance the enabling environments in each country, mainstream gender, engage the private sector and moves the arrow that points towards transformative change. At present this cannot be gathered from the reporting templates used in the countries. | Global team |
| **C3** | **Upscale cross-country capacity building regionally and between stakeholders.** The SCALA programme is showing potential for sharing lessons learned. This has been done with great success and appreciation between the country teams, regional backstoppers, and the global team. However, there is room to boost the emphasis on learning, knowledge sharing, and capacity building at both the country and global levels. Creating platforms for sharing experiences and lessons learned between countries can foster a culture of improvement and innovation within the programme, enhancing its overall effectiveness and impact. Requests from government counterparts were made to learn about how some tools were used in other countries. For example, RECSOIL, SHARP, NEXT, GLEAM etc. Hearing from other countries on the successful use, value added and benefits of these tools across stakeholders, may enhance local buy-in. However, there are also a lot of potential in having partners within the country programs share their experience across stakeholders. Or have one country team present how certain thematic areas like gender mainstreaming, private sector engagement etc. was done well and why with other country stakeholders and partners. The following suggestions can be made for generating learning platforms. These may not all be adopted given potential budget constraints; but consideration could be given to:   * A global workshop where government counterparts and other delivery partners are invited to join for a lesson learned and knowledge sharing on activities. This will be the costliest approach as it would require coverage of travel for attendants. However. Having a large workshop online for this sort of knowledge sharing will not yield the same benefits or buy-in than a focused in person workshop would have. * Regional workshops that connect SCALA government counterparts and partners across countries to share lessons learned. These could be in-person or remote. Again, the remote workshops may not yield the same level of benefits or acceptance of the approach as the in-person workshops where participants can work in groups and have more engaging discussions. However, budget constraints may be a factor for implementation of the in-person workshops. * One-on-one country pairing to share lessons learned. Countries within the program that work on similar priority areas, tools etc. could be matched up for one-on-one country sharing. | Global team  Backstoppers |
| **D** | ***SUSTAINABILITY*** |  |
| **D1.** | **Devise an exit strategy at global and country level.** The ProDoc did not devise an exit strategy; at global level nor at each country level. At present with stakeholder engagement dwindling in some countries results may be at risk. There need to be an exit strategy that clearly defines, how each element of the SCALA interventions will be picked up on by other stakeholders whether it is government, private sector, Academia, other development partners, or CSO/NGO. For example, how will the program ensure that the MRV/M&E, Certification schemes, concept notes etc. are sustained. What steps will be taken and what does the situation need to look like by programme closure. Each country teams need to define an exit strategy that ensure country ownership of each activity and sets in motion measures that sustainability. Similarly, this should be done at the global level to define what the global team will do to engage in an effective exit strategy. | Global team  Country teams |
| **D2** | **Considerations for upscaling.** The findings of the review reveals that there is a good foundation for expanding or broadening the programme to additional countries or building on activities in present countries. The architecture in place can be applied in new countries or adjusted with minor modifications. This would be more efficient than implementing a new programme with a new theory of change as the main problem statements and final objectives still holds true globally. However, a SCALA 2.0 should also consider how it can build on the work in countries that were part of SCALA 1.0. A few considerations could be given to continue SCALA as a programme with multiple possible funding windows:  **Support to existing SCALA countries:**   * Some countries are not likely to reach a stage where the key factors for long-term sustainability are in place. In these countries, SCALA 2.0 could be extended to help ensure mainstreaming and full integration of their MRV/M&E systems and to identify and secure funding for their concept notes, which are two of the key indicators of SCALA longer-term impact. * Some SCALA countries are implementing successful pilots and activities during SCALA 1.0, which could be upscaled to a broader national level with additional SCALA support. Many countries will also complete their concept notes and identify funding, which SCALA could potentially contribute through as a co-financier on specific activities. The focus in this window should be on more isolated activities in the countries rather than multiple activities spread across a broad work plan. * Countries that have comprehensive exit strategies where SCALA results are deemed sustainable, can exit the programme.   **Support to new countries:**   * LDCs and SIDSs and Middle-income countries. While the traditional model may best in LDCs and SIDS, a more flexible and adaptable approach is needed in countries with existing enabling environments. I.e. capacity is often lower in LDCs and SIDS and the structured SCALA model that starts with the CAR Matrix, spends extensive time on sensitization, and moves through the SLAs to develop concept notes and pin-point potential financing works well in the LDCs and maybe even SIDS. It allows for a structured approach that helps build some enabling activities that then can be picked up on in later SCALA phases. However, it does not align as well in countries where many of these enabling factors are already in place and where the private sector calls for more active implementation and piloting approaches in the countries. Skipping step 1 (The CAR e.g.) and moving directly to SLAs, piloting activities, or developing the M&E/MRV may be more fruitful.   **Upscaling the Private Sector Engagement Facility**   * Rather than being a sub-activity under a component. The PSEF could be its own funding window. The PSEF has been a useful way for countries to access small funding that can contribute to larger projects. The PSEF allows for more open access to SCALA and helps widening SCALA’s global reach.   As an essential component for implementation of NDCs and NAPs, and the sustainability of results, SCALA 2.0. should continue to focus a component on MRV/M&E.  A SCALA 2.0. also need to consider the addition of a component that advances the enhanced NDC (forthcoming in 2025). SCALA could play a significant role in these aligning the UNFCCC mandates on food security with the NDCs.  Finally, SCALA should consider diversification of donors – potentially to bring on additional bilateral donors, and specifying strategic periods rather than closure of funds. This could allow for continuation of programme activities in countries. As such SCALA would operate more as a fund rather than a programme. There is some tradeoff between ad hoc support and programming to be considered though, which is that while programming offres more long-term support or adhoc support provides for higher level of flexibility. | Global team |

# Annex I – evaluation matrix

\* Indicates if it covers a question from the Terms of reference

| **Dimension** | **Evaluation questions** | **Indicator** | **Information source** | **Data collection method** |
| --- | --- | --- | --- | --- |
| 1. **Strategic relevance** | | | | |
| 1. Alignment to donor (IKI) and implementing entities’ (UNDP and FAO) Strategic Goals and Objectives. | * To what extent was the programme aligned to the Implementing Entities’ Strategic Objectives? | * Level of alignment between the programme and the strategic objectives of the implementing entities (FAO and UNDP). * Level of alignment between the programme and the strategic objectives of IKI. | * NAP-AG Evaluation Document; * Project Document and programme planning documents. * UNDP Strategic Plan 2018-2021 and UNDP Strategic Plan 2022-2025. * UNDP's Climate Promise * FAO Strategy on Climate Change (2022-2031) and FAO Strategic Framework (2022-2031). * FAO Climate Change Strategy 2017 informing the design. * Programme team and UNDP/FAO Leadership. * BMUK/ZUG team. | * Desk Review * Stakeholder interviews |
| 1. Relevance to Global level priorities? | * To what extent has the programme aligned with relevant SDG Goals. * To what extent does the programme respond to UNFCCC priorities? \* | * Level of alignment of the programme with SDG 1, SDG 2, SDG 5, SDG 13, SDG 15, SDG 17. * Alignment with other SDGs not previously foreseen. * Level of alignment with UNFCCC priorities. | * Programme Document and programme planning documents. * Programme implementation and status/monitoring reports. * SDG targets and indicators. * Recent COP decisions and guidance on agriculture, NAP, transparency. * Programme team and UNDP/FAO leadership. | * Desk review * Stakeholder interviews |
| 1. Relevance to the National Context? | * How and to what extent does the programme design respond to the needs and priorities of the programme’s main national counterparts (e.g. Ministries of Agriculture and Environment, UNFCCC country focal points, etc.)?\* | * Level of appreciation and built ownership from national stakeholders with respect to programme adequacy to national priorities especially in agriculture and land use and the interphase between agriculture and environment ministries– and the ability to adjust to each countries needs and specific situation? | * NDCs and NAPs (+ implementation plans where available) of the beneficiary countries. * Relevant national development, agricultural and land use policies, and strategies. * Stakeholders’ perceptions. * Case study reports. * Back to office reports * Country teams and National agencies (government, CSO, private sector etc.) * Country inception reports, steering committee meetings. | * Desk review * Stakeholder interviews * Mission to select countries |
| 1. Complementarity with Existing Interventions. | * To what extent does the programme complement other interventions that advance medium and long-term climate change adaptation planning in agriculture and land use? | * Level of complementarity between the programme and other interventions that advance medium and long-term climate change adaptation planning, in terms of:   + Mutual benefits   + Synergies   + Avoidance of duplication * Existence of clear coordination and linkages between the programme activities and other initiatives. * Evidence of comparative advantage of UNDP and FAO as co-implementing entities. * Changes in complementarity and coordination since project design (vis-à-vis new initiatives that may have come about). | * Programme Document and programme planning documents. * Programme implementation and status/monitoring reports. * Online search. * Programme documents of complimentary interventions. * Programme staff (incl. external) and partner organizations. * Case study reports. * All stakeholders. | * Desk review * Stakeholder interviews * Mission to select countries |
| 1. **Quality of programme design** | | | | |
| 1. Quality of programme design. | * To what extent are institutional set-up, governance of the project and stakeholder engagement mechanisms appropriate to reach the programme’s goal and objectives?\* * How well were lessons learned from complementary or previous interventions integrated in the programme design? * Has the programme design of complementary global- and country-level outputs been effective to link advancements under international and national frameworks? * Has the programme design foreseen mechanisms to build country ownership?\* * To what extent was the programme design resistant to external influence (COVID, national food crisis, economic crisis, energy crisis etc.)? * Were risks well assessed and proper mitigation measures put in place? * Has a gender analysis been carried out and gender strategy (or action plan) been developed?\* | * Programme design analysis based on GEF project quality template. * Level of complementarity in the design of the bi-modal (UNDP/FAO) implementation model in terms of:   + Mutual benefits   + Synergies * Level of quality of the programme organizational structure to realistically achieve programme objectives. * Extent to which lessons learned from previous and complementary initiatives were integrated in the programme design. * Extent to which programme is designed to engage with relevant stakeholders and processes at global, regional, and country levels. | * Project Document and programme planning documents. * NAP-Ag Programme Evaluation * Programme implementation and status/monitoring reports. * Programme staff. * Programme team, country teams, Government Agencies. | * Desk review * Stakeholder interviews |
| 1. **Effectiveness** | | | | |
| 1. Delivery on outputs | * To what extend has planned outputs and milestones been achieved thus far as per defined in the ProDoc and/or as revised in any programme restructures? | * Number and type of outputs delivered against the log frame’s targets. * Level of quality of the outputs delivered. | * Project Document and programme planning documents. * Programme implementation and status/monitoring reports. * Tools and guidelines developed as part of the programme. * Workshop reports * Country progress reports. * Information collected through the Global Workshop. * Case study reports. * All stakeholders. | * Desk review * Stakeholder interviews * Global Workshop * Mission to select countries. |
| 1. Achievement of direct outcomes | * How and to what extent is the programme contributing to supporting the implementation of agriculture-sector priorities of the NDCs and/or NAPs at national, regional, and global (UNFCCC) processes level? (Outcome 1)\* * Are information and assessments being used by national stakeholders to advance NDC and NAP priorities in land use and agriculture (Outcome 2)? * How effective has the programme been in integrating or paving the way to identify and implement transformative climate solutions in land use and agriculture? (Outcome 2)\* * To what extent has private sector engagement and the understanding of their potential role been strengthened in programme countries? (Outcome 3)\* * What factors facilitated or hindered the achievement of intended outcomes and objectives? (the why of the outcomes).\* * To what extent are gender equality issues mainstreamed and addressed in the programme implementation? * To what extent is the program recognized as contributing to advocacy and knowledge exchange at regional and global levels? | * Application of guidelines and tools in countries to identify entry points for SCALA intervention. * Level at which countries are integrating the evidence base within national strategies, monitoring systems, and budgeting for land use and agriculture. * Level of advancement on private sector engagement. * Level of interest from private sector to engage. * Level at which gender is being integrated in program activities. * Evidence of consideration of gender-responsive climate action in assessments, national (and sub-national) plans and strategies and monitoring systems supported by SCALA. * Evidence of raised awareness and capacity built on mainstreaming gender responsive climate action in Agricultural and land use plans, strategies and monitoring systems. * Evidence that guidelines developed within the program have been taken up for: NAP-NDC review, integration or systems-level assessments including gender analysis (global indicator 1.2A); integration of land-use/agriculture into government policy, planning, budgeting and M&E/MRV (global indicator 2.2A); transformative and gender-responsive climate action with private sector engagement (global indicator 3.2A). * Evidence of program contributing to knowledge exchange among climate change practitioners at regional and global levels including on private sector engagement (global indicators 2.2B, 3.2B). * Evidence of additional countries pursuing public-private collaboration (global indicator 3.3.1). | * Project Document and programme planning documents. * Programme implementation and status/monitoring reports. * Tools and guidelines developed as part of the programme. * Workshop reports * Country progress reports. * Information collected through the Global Workshop. * Case study reports * All stakeholders. | * Desk review * Stakeholder interviews * Global Workshop * Mission to select countries. |
| 1. Likelihood of Impact/Achievement of objective | * What progress can be identified toward the achievement of the programme’s stated objectives/impact?\* “Countries to have translated the NDC and/or NAPs into actionable and transformative climate solutions in land-use and agriculture with multi-stakeholder engagement.” | * Number of ‘bankable’ concept notes supporting the NDC and/or NAP process prepared for different types of financing. * Evidence of partners engaged to commence and prepare concept notes. * Evidence on discussions and preparation of ideas that moves towards the development of concept note preparation. * Evidence of programme playing a catalytic role. * Evidence of systems thinking and attitude shifts in support of transformative change. * Evidence of contributions to knowledge exchange at regional and global levels. * Evidence of countries shifting from planning to implementation of agriculture priorities of their NAPs and/or NDCs due to SCALA support. * Evidence of key partners becoming engaged in climate action due to multi- stakeholder engagement of SCALA interventions. * Evidence of barriers to implementation being reduced. * Evidence of country ownership of climate agenda increasing. * Evidence of linking adaptation and co-benefits. * Evidence of agriculture priorities being mainstreamed into climate plans. * Evidence of information gaps being filled. | * Progress reports and monitoring reports * Programme team, country teams, national agencies. | * Desk review * Stakeholder interviews * Global Workshop * Mission to select countries. |
| 1. **Efficiency** | | | | |
| 1. Quality of programme management | * Has the programme management set up been effective in managing resources/timeline/issues related to implementation?\*   Was the bi-modal implementation model of UNDP and FAO (global, regional and country) complementary and did it enhance the efficiency of the programme?\*   * Have changes been made to programme management as outlined in the project document, and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner?\* * What has been the quality of execution by the executing programme management team?\* | * Evidence of adaptive management based on discussions and feedback from stakeholders over the course of the programme implementation. * Level of collaboration, coordination, and coherence between the two implementing entities (at global level, regional level and country level). * Evidence of changes in management during the program implementation (globally and locally) and the impact of this on management. * Evidence of challenges and how these were solved in program management. * Quality of the program management as perceived by country teams and external stakeholders. | * Project Document and programme planning documents. * Programme implementation and status/monitoring reports. * Country progress reports. * Information collected through the Global Workshop. * Case study reports * Survey results (from workshop) | * Desk review * Stakeholder interviews * Survey |
| 1. Financial management | * Was the programme expenditure in line with the approved budget? What were the reasons for any variances between planned and actual expenditures? * Was the rate of disbursement consistent with the work plan, the length of implementation to date and the outputs delivered? * Did the programme comply with financial reporting and/or auditing requirements/ schedule, including quality and timeliness of reports? * Does the programme 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?\* | * Budget execution per year, component, and output, against original and revised budget. * Proportion and types of financial reporting and/or auditing materials submitted (a) correctly and (b) on time. * Quality of financial reporting/auditing materials. | * Project Document and programme planning documents (planned budget) * Financial management reports and procurement plans * Budget status reports. * Consolidated financial information/reports of UNDP and FAO | * Desk review |
| 1. Cost-effectiveness | * To what extent have results been achieved in a cost-effective manner?\* | * Number and nature of measures implemented to enhance cost- and time-effectiveness. * Evidence of use of financially sound practices for programme execution and management. * Level of appreciation of the cost effectiveness by the programme team, government counterparts, partners and stakeholders. | * Financial management reports and procurement plans * Financial management reports and procurement plans * Programme implementation and status/monitoring reports. * Stakeholder views and opinions. | * Desk review * Stakeholder interviews * Mission to select countries. |
| 1. Timeliness | * Were the timing and sequence of activities realistic and contributing to efficiency of implementation? * Have there been any delays in programme start-up and implementation? What are the causes? Have these been resolved?\* | * Timing and sequence of inception phase * Timing and sequence of outputs against work plan * Nature and total delays (in months) generated by implementation bottlenecks. * Level of appreciation of the timeliness by the programme team. | * country level inception reports * Programme implementation and status/monitoring reports. * Stakeholder views and opinions. | * Desk review * Stakeholder interviews |
| 1. Presence and quality of stakeholder engagement and inclusivity. | * Were stakeholders generally collaborative (sharing plans, pooling resources, and exchanging learning)? * Did collaboration and planning of programmes include marginalized groups (for example indigenous peoples, youth and women)? * To what extent has multi-stakeholders collaboration been strengthened through the programme and leveraged for its implementation?\* * To what extent is the programme contributing to women’s empowerment? | * Number and evidence of stakeholder involvement in program implementation both at the global level and country level. * Type of involvement by stakeholders. * Evidence of marginalized groups involved in programme activities. * Evidence of women involved in decision making at global and country level. | * Project Document and programme planning documents. * Programme implementation and status/monitoring reports. * Country progress reports. * Information collected through the Global Workshop. * Case study reports * Survey results (from workshop) * Country Inception Reports | * Desk review * Stakeholder interviews * Survey * Missions to select countries |
| 1. Adaptive management | * Are internal and external communications effective in sharing knowledge and news on project achievements?\* * To what extent has the programme managed to adapt to changes in needs and priorities, at both national and global level, over the implementation period to ensure achievement of project objectives?\* * How have key lessons learned from the programme been incorporated during implementation? * How have adaptive management changes been reported by the programme management and shared with the Programme Board?\* | * Number and nature of measures implemented to adjust program implementation according to external and internal factors (both at global and country level). | * Programme implementation and status/monitoring reports. * Country progress reports. * Information collected through the Global Workshop. * Case study reports | * Desk review. * Stakeholder interviews. * Missions to select countries. |
| 1. **Monitoring and reporting** | | | | |
| 1. Monitoring design, budgeting, and operationalization | * To what extent is the programme’s results framework/log-frame (i.e., theory of change, intervention logic, indicators, etc.) appropriate to reach the programme’s goal and objectives?\* * Was the monitoring plan well-conceived, and sufficient to monitor results and track progress toward achieving programme outputs and outcomes?\* * Were indicators SMART? * Were changes made to the log frame or monitoring practices since the project start? * What is the level of quality and timeliness of monitoring and reporting on project activities. * Was the monitoring budget sufficient? * How did monitoring and reporting feed into programme implementation?\* (collecting and sharing of lessons learned) | * Existence and quality of the monitoring plan * Number and nature of changes to the design of the monitoring plan based on lessons. * Existence of costed monitoring plan. * Quality of monitoring at the global and country level. * Presence and evidence of the collection, sharing, and integration of lessons learned across the program implementation. | * Project Document and programme planning documents * Programme implementation and status/monitoring reports. * Country progress reports. * Stakeholders perceptions and views. * Project M&E Guide | * Desk review. * Stakeholder interviews. |
| 1. Programme reporting | * Did the programme comply with the progress documentation and monitoring reporting requirements/ schedule, including quality and timeliness of reports? * What (if any) corrective actions were taken in response to monitoring reports? | * Types and quality of reporting materials submitted a) correctly and b) on time. * Evidence of changes to programme implementation based on progress reports. | * Programme implementation and status/monitoring reports. * Country progress reports. * Stakeholders perceptions and views. | * Desk review * Stakeholder interviews |
| 1. **Sustainability** | | | | |
| 1. Exit strategy | * Is there an appropriate exit strategy, including measures to mitigate risks to sustainability, in place?\* * To what extent is the programme playing a catalytic role or is promoting longer-term scaling up and/or replication\* | * Existence and quality of a plan to manage financial, socio-economic, institutional, governance and environmental risks. * Degree of coherence between actions taken during implementation to avert sustainability risks and prepare programme exit and intended plan. | * Project Document and programme planning documents * Exit strategy in prodoc and program management team’s opinions and perceptions on best exit strategy. * Programme implementation and status/monitoring reports. | * Desk review * Stakeholder interview |
| 1. Country Ownership | * To what extent have national and global stakeholders owned programme processes and progresses contributed towards achievement of stated outcomes?\* | * Evidence of country ownership and driven-ness by participating countries and stakeholders. | * Project Document and programme planning documents * Programme implementation and status/monitoring reports. * Country progress reports. * Stakeholders perceptions and views. * Survey results | * Desk review * Stakeholder interviews * Survey * Country missions |
| 1. Overall sustainability and scalability | * What are the prospects for sustaining and scaling up the programme’s results after the termination of the programme?\* * To what extent, have additional funding opportunities deriving from programme implementation been identified and are likely to be leveraged by the end of the programme?\* * Are there any social or political risks that may jeopardize sustainability of programme outcomes? \* * What is the likelihood of financial and economic resources being available once the BMUV assistance ends?\* | * Evidence of concept notes planned. * Evidence of use of the evidence base generated and analysis finalized during the program operations. * Evidence of funding or co-financing identified to take forward programme results within the countries (country scalability). * Evidence of economic and financial analysis planned to show business viability. * Evidence of plans to replicate activities in more countries (global scalability). * Evidence of proposing SCALA in an international fora (through UNFCCC events) and partnership discussions * Extent to which political and social framework conditions favor or hinder the sustainability of the programme results within countries. * Evidence of private sector players engaged to ensure transformative climate action? * Level of appreciation of the focal points of beneficiary countries on the integration climate risk-informed land-use and agriculture sector priorities in national and sectoral budgets. | * Project Document and programme planning documents * Programme implementation and status/monitoring reports. * Country progress reports. * Stakeholders perceptions and views. * SCALA reports describing SCALA contributions to events and where it was presented in UNFCCC meetings | * Desk review * Stakeholder interviews * Country missions |

# Annex II – progress towards results matrix

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Strategy** | **Indicator** | **Baseline Level** | **Level in 1st IR (self-reported)** | **End-of-project target** | **MTR Assessment (2023)** | **Achievement Rating** | **Justification for Rating** |
| **Objective:** Project countries have translated their NDC and/or NAP into actionable and transformative climate solutions in land-use and agriculture with multi-stakeholder engagement | **Indicator 1**: Number of countries in which policy makers have applied systems level climate-related assessment tools to the NDCs and NAPs | Zero Countries | 0 | 12 Countries | 4 Countries | MS | Despite the underachievement on the actual targets, the MTR chooses to rate the achievement of objective Moderately Satisfactory. This is based on the fact that the programme is complex and have taken more time to get started than initially planned.  The programme implementation model is also considered here which is strategic and a logic model to ensure transformational change. In particular, the programme deploys a comprehensive stakeholder engagement model.  It is only the slow-moving process in many countries to get actual activities started that is slowing down the achievement of targets, but most countries, with the exception of Argentina are moving forward indicating overall progress. |
|  | **Indicator 2:** Number of countries adopting whole-of-government, participatory approaches to translate their NDC and NAP agriculture and land-use priorities for implementation and tracking through gender responsive domestic plans, policies and budgets, and monitoring systems | Zero Countries | 0 | 12 Countries | 6 Countries |  |  |
|  | **Indicator 3:** Number of countries having adopted public-private collaboration models to implement transformative or innovative land-use or agriculture priority climate action | Zero Countries | 0 | 12 Countries | 2 Countries |  |  |
| **Output 1.1. (Country)** Evidence base for implementation of transformative climate action in land-use or agriculture strengthened | **1.1.A** Number of assessments (i) conducted on transformative, gender responsive climate actions in a landscape, food, or related systems identified through NDC and/or NAPs reviews and (ii) assessed through inclusive multistakeholder consultations that address the needs and priorities of women and men | NDCs and NAPs may include sectoral actions, but no system-level analysis conducted on a value chain or landscape | 0 | **1.1.A** **12** (1 in each  participant  country)  assessments (i)  conducted on  transformative,  gender-responsive  climate actions in a  food, landscape or  other related  systems identified  through NDC  and/or NAPs  reviews and (ii)  assessed through  inclusive multistakeholder  consultations that  address the needs  and priorities of women and men | **9** assessments  *10 other system-level assessments are underway in all countries except Uganda (completed) and Argentina (delayed)* | S | The programme has done well on developing an evidence base and the target is almost achieved.  The level of SLAs under way is indicative of the progress on this output. Even if the assessments do not align according to the definition of SLAs in the ProDoc and the project design, the assessments determined is a reflection of the country needs and supports the overall output.  Whether the assessments are gender inclusive is uncertain unless an analysis and review is undertaken on each assessment; though some gender assessments have been carried out in some countries under this component. |
| **Output 1.2. (Global)** Tools for assessing implementation options for transformative action developed to support assessments at country-level | **1.2.A.** Number of tools and accompanying guide documents produced and/or adapted for NAP-NDC review, integration, or systems-level assessments including gender analysis | Several tools exist to support countries but are scattered and not tailored to this specific project | 0 | **1.2.A**. At least **3** tools and accompanying guidance documents produced and/or adapted for NAP-NDC review, integration or systems-level assessments including gender analysis | 2 |  | The CAR’s have been deployed with high success sand several countries are conducting assessments and analysis that yields evidence on agriculture and land use which is relevance for NAP and NDC implementation. |
| **Output 2.1.** NDC and NAP priorities for land-user and agriculture enhanced and integrated into sectoral planning and budgeting | **2.1.A.** Number of ministries having adopted sectoral plans and/or budget submissions that (i) incorporate gender-responsive NAPs and NDC land-use and agriculture priorities and (ii) are based on consultations that increase the participation of women and women’s representatives in decision-making | 0 | 0 | **2.1.A**. At least **12** (1 per country) ministries have adopted sectoral plans and/or budget submissions that (i) incorporate gender-responsive NAPs and NDC land-use and agriculture priorities and (ii) are based on consultation that increase the participation of women and women’s representative | 6  *Support to formulate, validate and endorse domestic plans is also underway in Cambodia, Colombia, Mongolia and Nepal* | MS | Considerable progress since 2022. Significant milestones have been reached in 6 countries by adopting whole-of-government, participatory approaches to develop domestic plans, policies, budget, and monitoring systems necessary for implementing NDCs and NAPs. |
|  | **2.1.B.** Number of MRV and/or M&E systems operationalised at national and/or sectoral level for monitoring and reporting on mitigation and/or adaptation in land-use and agriculture, including sex-disaggregated data | 0 | 0 | **2.1.B**. At least **12** (1 in each participant countries) MRV and/or M&E systems are operationalised at national and/or sectoral level for monitoring and reporting on mitigation and/or adaptation in land-use and agriculture, including sex disaggregated data | 3 |  | Under this output a lot of MRV support is advanced through SCALA’s coherence with previous and ongoing projects. Overall MRV and M&E is still under way in most countries and not yet achieved. |
|  | **2.1.C.** Number of NDCs and/or NAPs enhanced with updated land-use and agriculture priorities and gender-responsive targets | 0 | 0 | **2.1.C** A least **12** (1 per country) NDCs and/or NAPs enhanced with updated land-use and agriculture priorities and gender-responsive targets | 0 |  | No information on this indicator on the annual reports. But some other activities could feed into this indicator. |
| **Output 2.2.** Advocacy conducted to integrate transformative actions in NDCs and NAPs | **2.2.A** Number of guidelines developed on integration of land-use/agriculture into government policy, planning, budgeting, and M&E/MRV, disseminated to policy makers and technical partners in the 12 countries | 0 | 0 | **2.2.A** Up to **5** guidelines developed on integration of land-use/agriculture into government policy, planning, budgeting, and M&E/MRV, disseminated to policy makers and technical partners in the 12 countries | 2 | S | Significant efforts were made to advance this indicator in 2023. A guidance paper was published, a webinar took place, and training resources were published. |
|  | **2.2.B** Number of reports, thematic briefs, submissions to UNFCCC, PPTs and case studies on NDCs and NAPs published and disseminated to the NDC and NAP and wider agriculture/land-use and climate change practitioners’ community | 0 | 0 | **2.2.B** At least **10** reports, thematic briefs, submissions to UNFCCC, PPTs and case studies on NDCs and NAPs published and disseminated to the NDC and NAP and wider agriculture/land use and climate change practitioners’ community | 9 | S | The level of reports, thematic briefs etc. achieved is indicative of the good progress on this output making it achievable by the end of the programme. It is highly likely that the progress on this indicator is as advanced as it is because it is managed and implemented by the global team, and mostly focused on knowledge and awareness sharing. It is also not as reliant on external factors. |
| **Output 3.1.** Enabling environment and incentives enhanced for private sector engagement in NDCs and NAPs implementation | **3.1.A**. Number of gender-responsive de-risking strategies validated by existing institutional coalitions of public, civil society and private sector actors taking into account well-being of local communities/ different actors along value chain. | 0 | 0 | **3.1.A**. **12** (1 per  country) de-risking  strategies validated  by existing  institutional  coalitions of public,  civil society and  private sector  actors | 2  *Efforts to draft de-risking strategies are ongoing in 1 country (Nepal)* | MS | The in-country private sector engagement has been challenging to attain, which is indicated in the achievements of the results.  Also, since SLAs are just under way, it is not clear what concept notes may make sense to produce until these are finalized.  The achievement of results was also hampered by the learning curve necessary to understand and merge the private sector with climate change. There was a lack of existing guidance within UNDP and FAO on private sector engagement, and the component has required a learn-as-you-go process that has delayed achievement of results.  The evaluation team proposes to rate the output moderately satisfactory because of the groundwork that has been laid in the first 1.5 years. This is based on the assumption that private sector engagement will significantly pick up in 2024.  It is the opinion of the evaluation team, though, that not every country is likely to produce a bankable concept note. |
|  | **3.1.B.** Number of project concept notes for transformative and gender-responsive climate action with public private partnerships | 0 | 0 | **3.1.B.** 12 (1 per  country) project/  Programme  concept notes for  transformative and  gender-responsive  climate action with  public private  partnerships  developed | 0 |  |  |
| **Output 3.2 (Global):** Opportunities for innovative public-private collaboration models on transformative climate action explored and disseminated to national and international stakleholders. | **3.2.A:** Number of guidelines produced on transformative and gender-responsive climate action with private sector engagement | 0 | 0 | **3.2.A**: 1 guideline produced on transformative and gender-responsive climate action with private sector engagement | 1  *Three briefs which will be consolidated into one 4-part guideline have been published/advanced* | S | The Global team has put a lot of effort into the generation of guidelines and briefs on private sector engagement. Not only is this target being achieved, but the products are high quality and well though through. To ensure the achievement of the present component, the programme must focus on the dessimination of these to the country teams to esnure their usage.  It is not clear how the indicator on views and downloads fits within this component. This indicator is more relevant to track overall communications. However, the targets as reported in the 2023 interim report are on track. |
|  | **3.2.B:** Number of views, downloads and participants to whom the knowledge products on transformative and/or innovative climate action with private sector engagement disseminated | 0 | 0 | **3.2.B**: At least 5 000 views of articles, 20 000 downloads of publications, 1000 participants in events | 2,565 views  368 downloads  1,922 participants |  |  |
| Output 3.3 (Global). Technical assistance facility to enhance private sector engagement in NDCs and/or NAPs implementation through public-private sector collaborations established. | 3.3.A: Number of countries having mechanisms for public-private collaboration that increase information sharing and codesign of climate solutions on sector-level NDC or NAP actions and/or having identified innovative opportunities for inclusive private sector engagement on climate action | 0 | 0 | **3.3.1**: At least 12 countries have mechanisms for public-private collaboration that increase information sharing and co-design of climate solutions on sector-level NDC or NAP actions and/or having identified innovative opportunities for inclusive private sector engagement on climate action | 2  *Efforts are also ongoing in two countries (Solomon Island and the Gambia)* |  |  |

# Annex III - documents consulted

* Programme Documents
* Project document
* SESP
* Inception
* SOPs
* SCALA strategies
* Global Workplan and Budgets
* Board and Advisory Group Meetings
* SCALA internal events

1. **Coordination**

* SCALA global team meetings
* Contacts list
* Organigrammes
* SCALA team bios

1. **Monitoring and Reporting**

* Global baseline report
* Annual reports (include financial reports)
* Biannual reports
* SCALA M&E manual

1. **Final Deliverables**

* **Output 1.1:** Evidence base for implementation of transformative climate action in land-use or agriculture strengthened
* **Output 1.2:** Tools for assessing implementation options for transformative climate action developed to support assessments at country-level
* **Output 2.1:** NDC and NAP priorities for land-use and agriculture enhanced and integrated into sectoral planning and budgeting
* **Output 2.2:** Advocacy conducted to integrate transformative actions in NDCs and NAPs
* **Output 3.1:** Enabling environment and incentives enhanced for private sector engagement in NDCs and NAPs implementation
* **Output 3.2:** Opportunities for innovative public-private collaboration models on transformative climate action explored and disseminated to national and international stakeholders
* **Output 3.3:** Technical assistance facility to enhance private sector engagement in NDCs and/or NAPs implementation through public-private sector collaboration established

1. **Synergies**
2. **Countries**

*Each country folder contains the following (final deliverables saved in global folder):*

* Workplans and budgets
* Inception
* Quarterly reports
* BTORs
* Project steering committee meetings

**7.Missions**

* BTORs
* ToRs

Teams structure (file on its own)

SCALA results tracking matrix (file on its own)

SCALA MTR documents overview (file on its own)

# Annex IV - stakeholders consulted

| Organisation | Name | Position | Gender |
| --- | --- | --- | --- |
| **Implementing Partners** | | | |
| FAO | Kaveh Zahedi | Director Office of Climate Change, Biodiversity and Environment | Male |
| UNDP | Subhi Sharma |  | Female |
| UNDP | Rohini Kohli | Senior Technical Advisor, Adaptation Policy and Planning | Female |
| UNDP | Julie Teng | Global SCALA Coordinator | Female |
| FAO | Julia Wolf | Natural Resources Officer- Global SCALA Coordinator | Female |
| FAO | Sibyl Nelson | Lead Programme Advisor: Country Implementation & Interagency Coordination | Female |
| FAO | Alessandro Spairani | Programme Officer | Male |
| **Donors** | | | |
| ZUG | Nikola Zug | Project manager IKI | Female |
| ZUG | Petra Nieland |  | Female |
| **Government Entities** | | | |
| Ministry of Environment and Sustainable Development – Cote d’Ivoire | Mohamed Sanogo | National Climate Change Programme Coordinator | Male |
| Ministry of Agriculture and Livestock Development - Nepal | Sanjeev Kumar Karn | Chief and Joint Secretary, Food Security and Food Technology Division | Male |
| Ministry of Agriculture - Colombia | Martha Liliana Marquez | Focal Point | Female |
| Ministry of Agriculture - Colombia | Nelson Lozano Castro |  | Male |
| Ministry of Agriculture and Livestock Development - Nepal | Bishu Hari Devkota | Under Secretary | Male |
| **Global/Regional Coordinators** | | | |
| FAO | Sebastian Burgos Guerrero | Climate Change Consultant | Male |
| FAO | Viviane Umulisa | Climate Change Mitigation Specialist | Female |
| FAO | Krystal Crumpler | Climate Change and Natural Resources Specialist | Female |
| FAO | Paolo Prosperi | Climate Change Expert | Male |
| FAO | Beau Damen | Natural Resources Officer | Male |
| FAO | Janek Toepper | Climate Change & Disaster Risk Financing Specialist | Male |
| UNDP | Krib Sitathani | Climate mitigation, climate finance | Male |
| FAO | Theresa Wong | Natural Resources Officer | Female |
| UNDP | Samuel Tumwegsigye | Agriculture and rural development | Male |
| UNDP | Bertrand Reysset | Agronomy, Sustainable land management | Male |
| FAO | Neha Rai | Climate Change and Private sector specialist | Female |
| UNDP | Shovon Kibria | Private sector engagement specialist | Male |
| UNDP | Farrah Deena Adam | Private sector engagement officer | Female |
| **Country Teams (UNDP/FAO)** | | | |
| FAO Senegal | Sarr Mignane | Coordinator SCALA | Male |
| FAO Uganda | Joseph Mudiope | Coordinator SCALA | Male |
| **Field Mission Cambodia** | | | |
| UNDP | Jamil Mahmoud | SCALA Focal Point | Male |
| FAO | Ann Chansopheak | SCALA Focal Point | Female |
| FAO | Siveun Nhak | SCALA country coordinator | Male |
| FAO | Tangoun Dan | SCALA consultant, MRV | Male |
| Ministry of Agriculture, Forestry and Fisheries | Mak Mony | Director of the Department of Planning and Statistic (DPS) | Male |
| Ministry of Agriculture, Forestry and Fisheries | Am Phirum | Members of the TWG-CCAFF | Male |
| SNV | Rik Overmars | Sector Leader Agri-Food | Male |
| Ministry of Agriculture, Forestry and Fisheries | Seng Vang | Director of DALRM | Male |
| Ministry of Environment | Leang Sophal | Deputy of Department of Climate Change (DCC) | Male |
| Ministry of Environment | Khlock Vichetratha | NDC Partnership Facilitator | Male |
| Spatial Informations Group | Ate Poortinga | SERVIR South Asia | Male |
| Ministry of Environment | Chhin Sophea | Sr. Researcher | Male |
| **Field Mission Costa Rica** | | | |
| FAO | Arturo Urena | SCALA-CR National Coordinator | Male |
| UNDP | Jairo Serna | SCALA-UNDP Focal Point | Male |
| UNDP | Elena Vargas | Nature, Climate and Energy Programme Officer | Female |
| ICAFE | Michael Gonzalez | Mineral Nutrition Programme | Male |
| ICAFE | Carlos Delgado | Research Assistant | Male |
| Coffee Farm RECSOIL | Jorge Hidalgo | Coffee Farmer | Male |
| Coffee Farm RECSOIL | Edgardo Matamoros | Coffee Farmer | Male |
| FONAFIFO | Gilmar Navarrete | Payments Based in Results National Coordinator | Male |
| MAG | Fernando Vargas | Viceminister MAG | Male |
| MAG | Jorge Segura | Livestock NAMA National Coordinator | Male |
| UCR (Geography Department) | Melvyn Lizano | Geothematic Research Programme Coordinator | Male |
| CORFOGA | Luis Diego Obando | Executive Director | Male |
| CORFOGA | Marilyn Vasquez | Project Coordinator | Female |
| CORFOGA | Yasmin Castillo | Coordinator of Technical Studies | Female |
| UNIDO | Katty Lopez | National Project Coordinator | Female |
| SIDE | Carlos Pomareda | Consultant Leader | Male |
| Chorotega Livestock Federation | Eduardo Arata | Executive President CLF | Male |
| Chorotega Livestock Federation | Jose Fabio Chaves | Executive Director CLF | Male |
| **Field Mission Ethiopia** | | | |
| FAO | Hussein Kebede | FAO SCALA Focal Point/ National Climate-Smart Agriculture Consultant | Male |
| UNDP | Ababu Anage | UNDP SCALA Focal Point | Male |
| UNDP | Berhanu Assefa | UNDP SCALA Technical Specialist | Male |
| Environment and Climate Change Coordinator Directorate – Ministry of Agriculture | Addis Negash | Team Leader, Climate Change Team | Male |
| Ministry of Agriculture | Samson Emiru | GCF Project Coordinator | Male |
| Ministry of Water and Energy | Tagay Hamza | CRGE Expert | Male |
| Environmental Protection Authority | Benti Firdissa | Director, National MRV Directorate | Male |
| Mokubu Enterprise (Private sector) | Belete Demisse (+ 3 staffs) | Conservation Agriculture Expert | 2 Males 2 Females |
| Biodiversity, Environment and Climate Change Forum | Dr. Girma Balcha (+ 1 internal expert) | Director | 2 Males |
| Ethiopian Institute of Agricultural Research | Dr. Girma Mammo | Senior Researcher | Male |
| Global Green Growth Institute (GGGI) | Medihin Mekonnen | Project lead for NAP GCF Readiness Project | Female |

# 

# Annex V – survey results

## UNDP/FAO internal survey

* + - * 1. **Identification:**
* 21 respondents with 100% completion rate (out of 23 contacted)
* Gender: 24% Female , 76% Male
* Regions: 43% Africa, 38% Asia, 10% North America, 10% South America
* Types of countries: LDC: 38%, Low-income country: 19%, Middle-income country: 48%

1. **Efficiency of the organizational design:**
   1. Has the bi-modal implementation model between the FAO and UNDP been well coordinated and complementary?

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Average** | **Minimum** | **Maximum** |
| **Global Level** | 1.90 | 1 | 4 |
| **Country Level** | 2.52 | 1 | 4 |

*0 could not be chosen, 1 = “very high coordination and collaboration”, 2= “good coordination and collaboration”, 3= “moderate coordination, but with some challenges”, 4= “several challenges have hampered coordination”*

* 1. What has worked well and not so well in the organizational design, coordination, and collaboration?
* **Worked well**: (summary of answers)
  + Relevant government counterparts buy-in
  + Workplan design
  + Building on Nap-Ag legacy and institutional linkages
  + Problem and needs assessments
  + Implementation between both agencies in coordination with government counterparts
  + High coordination between UNDP and FAO country offices => allowed SCALA to promote synergies with other initiatives and opportunities.
  + UNDP and FAO backstoppers, good technical advice and support, receiving ongoing technical support throughout the project is appreciated.
  + Good communication
  + Regular meetings
  + SCALA design: outcomes are complementing each other
  + Tools, guidelines, and online sessions organized by global team
* **Worked not so well**: (summary of answers)
  + In some countries, UNDP and FAO have conflict of interests in coordination and collaboration
  + Coordination between two agencies could be improved for efficiency (country level)
  + Alignment of priorities sometimes failed
  + Limited capacity and institutional instability
  + Buy in and ownership of government can be limited (especially at the start)

1. **Country ownership:**
2. Did you mostly work at national or also at sub-national level?

|  |  |
| --- | --- |
| **National** | 57% |
| **Sub national** | 0 |
| **Both** | 43% |

1. To what extent is the government, in general, interested and responsive to working with SCALA?

|  |  |
| --- | --- |
| **Very much** | 52% |
| **Somewhat** | 38% |
| **Neutral** | 10% |

1. To what extent was the SCALA programme demand-driven, meaning activities were based on requests by the countries?

|  |  |
| --- | --- |
| **Very much** | 57% |
| **Somewhat** | 29% |
| **Neutral** | 10% |
| **Rather not** | 5% |

1. Has the SCALA been able to enhance country ownership on the agricultural and climate agenda?

|  |  |
| --- | --- |
| **Very much** | 57% |
| **Somewhat** | 38% |
| **Neutral** | 5% |

1. **Challenges and barriers:**
2. Have there been any key challenges which you have encountered during the implementation of the SCALA programme? List up to three [summary of answers]

* Participation of private sector
* Stakeholder engagement
* Delays due to government processes and turnover
* Limited government capacities
* Make the two-line ministries work together
* Limited funds/resources
* COVID-19
* Lack of clear government guidance/leadership
* Budgetary constraints
* No groundwork
* Internal administrative and procedures with UNDP and FAO can be tedious
* Shift in country priorities

1. **Effectiveness**
2. To what extent has the programme been useful in unpacking climate priorities in land use and agriculture (from NDCs, NAPs, and other climate policies) and understand their transformative potential?

|  |  |
| --- | --- |
| **Very much** | 62% |
| **Somewhat** | 33% |
| **Neutral** | 5% |

1. Which of the tools made available by the SCALA programme were most useful for the country workplan?

* Mapping of private actors and MRV tools
* CARM
* RECSOIL
* GLEAM
* Sharp
* PSE guidebook
* Internal strategies: gender and social inclusion strategy, PS, communication
* Baseline survey
* Value chain analysis

1. Which of the tools made available by the SCALA programme were most useful for testing or applying it in a context of prioritizing climate transformative actions?

* CARM
* Crop Mapping Module [Cambodia]
* MRV tools
* Stakeholders mapping
* Sharp tool
* Internal strategies: gender and social inclusion strategy, PS,
* RECSOIL
* SLA
* Value chain analysis

1. To what extent was SCALA catalytic in linking the climate and agriculture agenda?

|  |  |
| --- | --- |
| **Very much** | 67% |
| **Somewhat** | 29% |
| **Neutral** | 5% |

1. **Private sector engagement**
2. To what extent is the SCALA programme a good vehicle to improve the ability of countries to engage with the private sector?

|  |  |
| --- | --- |
| **Very much** | 48% |
| **Somewhat** | 43% |
| **Neutral** | 5% |
| **Rather not** | 5% |
|  |  |

1. To what extent has the SCALA programme triggered any partnerships?

|  |  |
| --- | --- |
| **Very much** | 38% |
| **Somewhat** | 52% |
| **Neutral** | 5% |
| **Rather not** | 5% |

1. To what extent has the SCALA programme catalyzed financing opportunities?

|  |  |
| --- | --- |
| **Very much** | 19% |
| **Somewhat** | 48% |
| **Neutral** | 24% |
| **Rather not** | 10% |

1. What has worked well and not so well in private sector engagement?

* Worked well:
  + Good collaboration
  + Fostering interest in PSE among government counterparts has helped the process.
  + Potential partnerships have been assessed at the national level.
  + Potential have been assessed, with concrete follow-up activities scheduled to follow.
  + New areas of cooperation with private sector on climate change are identified
  + Increased understanding of drivers of vulnerability has been helpful in guiding private sector investments.
  + Integration of private sector mapping in the system-level assessment was found good experience - findings on barriers and potential opportunities will serve as basis to design enabling environment
* Worked not so well/barriers:
  + the lack of risk management in the agro-ecology sector is holding back the commitment of the financial sector
  + low levels of investment tends to lower private sector ambition
  + need to re-enfoce the assessment of the PS engagement and develop a proper PS roadmap adopt to countries specific context.
  + Legal framework might be discouraging for PS
  + Little concern among PS regarding climate change and its impacts and their roles
  + Gender integration has not yet worked well as most of the private sector players for small, micro and medium enterprises/firms are male dominated.
  + Buy-in from private sectors; need for clear defined taxonomy; technical support necessary to take the financing forward.

1. **Stakeholder engagement**

17.a. How many stakeholders were approximately involved?

|  |  |  |
| --- | --- | --- |
| **Regions** | **Answers** | **Average** |
| **Africa** | 4; 5; 7; 12; 22; 25; 52; (1000) | 18 (excl. The outlier) |
| **Asia** | 2; 4; 5; 15; 20; 60 | 18 |
| **North America** | 14; 15 | 14,5 |
| **South America** | 15; 9 | 12 |

17.b. What type of stakeholders were involved? [multiple answers question]

|  |  |  |
| --- | --- | --- |
|  | **Number of respondents out of 21** | **%** |
| **Multilateral agency** | 8 | 38% |
| **Bilateral agency** | 6 | 29% |
| **Government agency** | 20 | 95% |
| **Civil society** | 16 | 76% |
| **Private sector** | 17 | 81% |
| **Gender entity** | 10 | 48% |
| **Youth entity** | 6 | 29% |
| **Other:** research organisations/academia, local communities, other projects in the country, district farmers, NGOs | 7 | 33% |

1. **Inclusiveness**
2. Has the SCALA engagement in your country advanced women empowerment and/or enhance gender inclusive action?

|  |  |
| --- | --- |
| **Yes** | 71% |
| **No** | 29% |

18.a. How was women empowerment and/or gender inclusive climate action enhanced?

* Encouraging participation of women in training
* Gender markers introduced in all activities under SCALA
* Gender component including in SLA
* Participatory sessions with women to identify barriers and limitations as well as positive actions
* Value chain selections must include women
* Data collection and analysis gender disaggregated
* Still work to be done

1. **Adaptive management**
2. How flexible is the programme design to ensure adaptive management in changing political and global contexts?

|  |  |
| --- | --- |
| **Very much** | 57% |
| **Somewhat** | 33% |
| **Neutral** | 10% |

1. **Strengths, weaknesses, opportunities and threats (SWOT)**
2. Identify each of the following for the SCALA programme

|  |  |  |  |
| --- | --- | --- | --- |
| **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| * Flexibility and ability to adapt to the context of each country and changes that arise during the implementation phase * Co-execution between UNDP and FAO * Theoretical ground * Scientific value * Global and in-country team expertise and capacity * Diversity, integrity, inclusivity * Link to NAPs and NDCs * Capacity building * Multi stakeholder engagement and inclusiveness * Multilevel * Innovative solution, promote digital platform which could support country to define the specific needs and transformative actions * Important consideration of project by the Ministry of Environment * enhancing * collaboration of different ministries and sectors within ministries and districts. * Technical support FAO/ UNDP | * Limited resources (low budget) * High expectations from the government counterparts and key stakeholders * Country team capacity * Coordination * Complex and ambitious * Theoretical and intensive process * Need more time to enhance project implementation * Strengthening collaboration between two agencies * Limited capacities of government institutions and institutional instability | * Existing multistakeholder approach, catalytic resources * Project used as a platform to connect the dots * Possibilities of collaboration with other projects in office * Gaining government interest and momentum for SCALA topics * Potential collaboration with complementary upcoming activities in the sector * Scaling up cooperation at multiple level * Alignment/collaboration with other projects with resources * Resource mobilizations * Build a framework for future investment projects * Private and public sector partnerships * Deepen SLAs * Encourage private sector actors to be involved in investment of transformative climate adaptation and mitigation options, supportive policy instruments, market opportunities * Ministries, agencies and departments to work together beyond silos but also cutting across sectors | * Delays in delivery of planned activities and outputs * Lack of collaboration between UNDP and FAO, resulting in delays and wrong message to government entities * Time constraint * Governmental changes * Coordination developed under SCALA stop at the end of the project * Institutional instability, change in priorities, change in government structures * Sustainability * Conflicts, security issues * Failure by government to provide enabling environment for the private sector * Other donors with limited and/or no interest of working across sectors * Low national capacities |

## External stakeholders survey

* + - * 1. **Identification:**
* 33 respondents (out of 123 contacted), completion rates between 24% and 100% (majority i.e. 26% 100% completion rate)
* Gender: 24% Female , 73% Male, 3% prefer not to say (n=33)
* Organizations: 48,5% Government, 21% Academic institution, 9% NGO/CSO, 6% Development partner, 6% Private sector, 6% other, 3% other UNDP FAO (n=33)
* Regions: 44% Asia, 31% Africa, 12% South America, 9% North America, 3% Caribbean (n=32)
* Types of countries: LDC: 38%, Middle-income country: 31%, Low-income country: 28%, High-income country: 3% (n=32)
  + - * 1. **Strategic Relevance:**

To what extent is SCALA responding to the needs and priorities of the beneficiary countries? (n=33)

|  |  |
| --- | --- |
| **Very much** | 39% |
| **Somewhat** | 39% |
| **Neutral** | 15% |
| **Not at all** | 3% |
| **DK** | 3% |

* 1. In your opinion, to what extent does the programme complement other interventions with similar goals? (n=33)

|  |  |
| --- | --- |
| **Very much** | 51% |
| **Somewhat** | 39% |
| **Neutral** | 3% |
| **Not at all** | 3% |
| **DK** | 3% |

* + - * 1. **Quality of programme design:**
  1. In your opinion, to what extent is SCALA designed to engage with relevant stakeholders to ensure mainstreaming of NDC and NAP in the following:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Average** | **Minimum** | **Maximum** | **Count** |
| **Global level** | 2.23 | 0 | 4 | 30 |
| **Regional level** | 2.48 | 1 | 4 | 29 |
| **Country level** | 2.57 | 1 | 4 | 30 |

* 1. To what extent is the government, in general, interested, and responsive to working with SCALA? (n=30)

|  |  |
| --- | --- |
| **Very much** | 50% |
| **Somewhat** | 30% |
| **Neutral** | 3% |
| **Very little** | 3% |
| **Not at all** | 3% |
| **DK** | 10% |

* 1. Can you explain why the government, in your opinion, is not interested and responsive to working with SCALA? (n=3)
* Different objectives
* Lack of knowledge within government staff regarding climate change
* Lack of alignment with the government’s agenda
  1. To what extent was the SCALA programme demand-driven, meaning activities were based on requests by the countries? (n=30)

|  |  |
| --- | --- |
| **Very much** | 53% |
| **Somewhat** | 17% |
| **Neutral** | 10% |
| **Not at all** | 3% |
| **DK** | 17% |

* 1. How flexible is the programme design to ensure adaptive management in changing political and global contexts? (n=30)

|  |  |
| --- | --- |
| **Very much** | 27% |
| **Somewhat** | 43% |
| **Neutral** | 10% |
| **Very little** | 3% |
| **Not at all** | 3% |
| **DK** | 13% |

* + - * 1. **Effectiveness:**
  1. To what extent has the programme (so far) been useful in unpacking climate priorities in land use and agriculture (from NDCs, NAPs, and other climate policies) and understanding their transformative potential? (n=30)

|  |  |
| --- | --- |
| **Very much** | 43% |
| **Somewhat** | 40% |
| **Neutral** | 10% |
| **Very little** | 3% |
| **Not at all** | 3% |
| **DK** | 7% |

* 1. To what extent was SCALA catalytic in linking the climate and agriculture agendas? (n=30)

|  |  |
| --- | --- |
| **Very much** | 40% |
| **Somewhat** | 47% |
| **Neutral** | 7% |
| **Not at all** | 3% |
| **DK** | 3% |

* 1. What are (if any) the key challenges that have impacted the implementation of SCALA?

Most mentioned ones:

* + Budget
  + No hard implementation
  + Capacity/knowledge and access to information at country level
  + Government (lack of motivation/interest, weak coordination, no internal capacity in terms of human resources knowledgeable on climate change, high turn over rate, limited funds)
  1. In your opinion, to what extent are gender-responsive climate action and gender equality mainstreamed and addressed in the programme implementation? (n=30)

|  |  |
| --- | --- |
| **Very much** | 27% |
| **Somewhat** | 37% |
| **Neutral** | 20% |
| **Not at all** | 3% |
| **DK** | 13% |

* 1. What are the mains challenges/issues with regards to mainstreaming gender-responsive climate action in agriculture and land use? (n=4)
* Low education levels in communities
* Cultural norms/barriers
* Inadequate time and resources allocated to gender sensitization
  1. Has SCALA engagement in your country advanced enhanced gender inclusive climate action? (n=29)

|  |  |
| --- | --- |
| **Yes** | 48% |
| **No** | 10% |
| **DK** | 41% |

* 1. How was gender-responsive and inclusive climate action enhanced? (n=8)
* Participation of female and vulnerable groups
* Beneficiaries: female organizations
* Gender responsive assessments and planning under outcome 1
* Improving enabling environments
  1. To what extent has SCALA engagement in your country strengthened the systems for tracking and reporting on climate action in agriculture and land use? (n=28)

|  |  |
| --- | --- |
| **Very much** | 36% |
| **Somewhat** | 29% |
| **Neutral** | 7% |
| **Very little** | 4% |
| **Not at all** | 4% |
| **DK** | 21% |

* 1. To what extent is the SCALA Programme a good vehicle to improve the ability of countries to engage with the private sector? (n=28)

|  |  |
| --- | --- |
| **Very much** | 29% |
| **Somewhat** | 43% |
| **Neutral** | 14% |
| **Not at all** | 4% |
| **DK** | 11% |

* 1. What has worked not so well in private sector engagement? Main challenges? (n=2)
* Having longer-term programmes can bring greater benefits
* Lack of coordination among stakeholders
  1. To what extent has SCALA programme triggered any partnerships? (n=27)

|  |  |
| --- | --- |
| **Very much** | 44% |
| **Somewhat** | 33% |
| **Neutral** | 11% |
| **Not at all** | 4% |
| **DK** | 7% |

* 1. To what extent has SCALA strengthened multistakeholder collaboration on NDC and NAP? (n=27)

|  |  |
| --- | --- |
| **Very much** | 33% |
| **Somewhat** | 41% |
| **Neutral** | 7% |
| **Very little** | 7% |
| **Not at all** | 4% |
| **DK** | 7% |

* 1. To what extent have the following ministries been involved in **planning** for SCALA implementation in your country? (n = between 23 and 27)

A graph of a number of colored lines

Description automatically generated with medium confidence

* 1. To what extent have the following ministries been involved in SCALA **implementation** in your country? (n = between 20 and 27)

A graph with multiple colored bars

Description automatically generated with medium confidence

* 1. In your opinion, what have been some key challenges and successes of the project implementation?
* **Challenges (n=18) [most mentioned]**
  + Interest of government
  + Stakeholder engagement
  + No ground work
  + Limited financial resources
* **Successes (n=20) [most mentioned]**
  + Capacity building
  + Gender mainstreaming
  + Collaboration/communication
  + Relevance of SCALA (NDCs, NAPs)
    - * 1. **Efficiency:**
  1. Has the bi-modal implementation model between FAO and UNDP been well-coordinated and complementary in your country? (n=26)

|  |  |
| --- | --- |
| **Very high coordination and collaboration** | 19% |
| **Good coordination and collaboration** | 42% |
| **Moderate coordination but with some challenges** | 8% |
| **Several challenges have hampered coordination** | 8% |
| **DK** | 23% |

* 1. What has worked well, and what has worked not so well?
* **Worked well (n=14) [most mentioned]**
  + All activities implemented
  + Collaboration/cooperation/coordination
  + Synergies
* **Worked not so well (n=7)**
  + Critical reflection meetings
  + Delay/timely implementation
  + Administrative systems of agencies not flexible
  1. To what extent was the timing and sequence of activities realistic, contributing to the efficiency of the programme? (n=26)

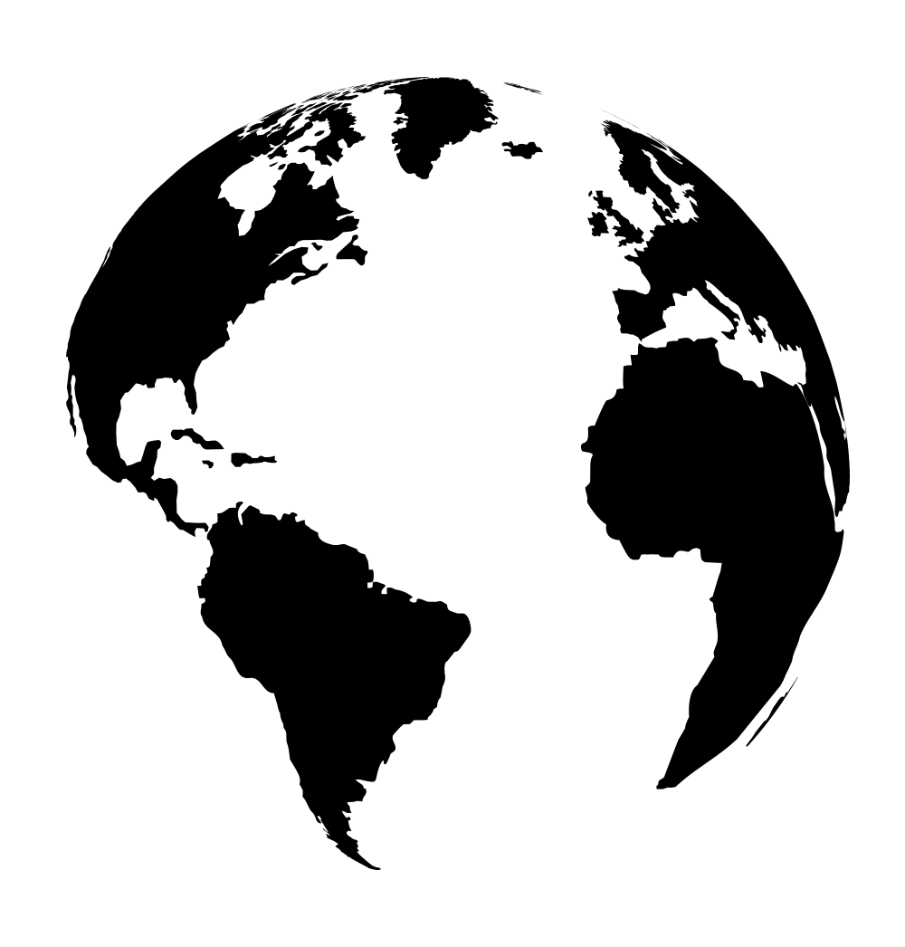
|  |  |
| --- | --- |
| **Very much** | 31% |
| **Somewhat** | 38% |
| **Neutral** | 4% |
| **Very little** | 4% |
| **Not at all** | 4% |
| **DK** | 19% |

* + - * 1. **Sustainability:**
  1. Has SCALA been able to enhance country ownership on mainstreaming climate change in the agriculture and land use agenda? (n=26)

|  |  |
| --- | --- |
| **Very much** | 23% |
| **Somewhat** | 50% |
| **Neutral** | 4% |
| **Very little** | 4% |
| **Not at all** | 8% |
| **DK** | 11% |

* 1. What are the main risks that could impede sustainability of programme outcomes? (n=12)
* Change in government
* Climate change
* Conflicts
* High staff turnover
* Policies
* Funds availability
* Weak coordination with government counterparts (within the government)





**North American Office**

Le Groupe-conseil Baastel ltée

92, rue Montcalm

Gatineau (Québec)

Canada, J8X2L7

P: +1 819 595 1421

F: +1 819 595 8586

**European Office**

Le Groupe-conseil Baastel srl

Rue de la Loi 28

B-1000 Brussels

Belgium

P: +32 (0)2 355 4111

**Representation France**

Olivier Beucher & Gaetan Quesne

T: +33 7 82 92 44 98

E: olivier.beucher@baastel.com

gaetan.quesne@baastel.com

**Representation Jamaica**

Curline Beckford

P: +1 876 298 6545

E: curline.beckford@baastel.com

1. Argentina, Cambodia, Colombia, Costa Rica, Cote d'Ivoire, Egypt, Ethiopia, Mongolia, Nepal, Senegal, Thailand, Uganda [↑](#footnote-ref-2)
2. Sao Tome, Solomon Islands, Gambia, Somalia, Belize, Grenada, Maldives, Uzbekistan, Djibouti, Zambia, Equatorial Guinea [↑](#footnote-ref-3)
3. Source: Figure generated by the Evaluation Team based on the project documents. [↑](#footnote-ref-4)
4. Federal Ministry for Economic Affairs and Climate Action. 2023. The Strategy of the International Climate Initiative up to 2030. Retrieved from <https://www.international-climate-initiative.com/en/iki-media/publication/the-strategy-of-the-international-climate-initiative-up-to-2030-1812/>. There are also links that can be made to Funding areas III on conserving natural carbon sinks, and Funding Areas IV on conserving biodiversity. [↑](#footnote-ref-5)
5. Article 4 requires all parties to set and communicate NDCs every five years, with a focus on progressively ambitious target. Article 6 permits voluntary cooperation among partis to enhance ambition with principles such as environmental integrity, transparency, and robust accounting. Article 7 outlines provisions for enhancing adaptive capacity, strengthening resilience, and reducing vulnerability to climate change impacts. Article 13 emphasizes the important of a robust transparency and accounting system to provide clarity on action and support by Parties. [↑](#footnote-ref-6)
6. UNFCCC. 2023. National Adaptation Plans 2023. Retrieved from <https://unfccc.int/sites/default/files/resource/NAP-progress-publication-2023.pdf> [↑](#footnote-ref-7)
7. Public finance, aligning climate planning and budgeting, accessing climate finance, accountability, transparency and gender & social inclusion. [↑](#footnote-ref-8)
8. The design team and present implementing team has changed. [↑](#footnote-ref-9)
9. Five in Colombia, one in Costa Rica, two in Mongolia, and one in Uganda. [↑](#footnote-ref-10)
10. Cambodia, Colombia, Costa Rica, Côte d’Ivoire, Egypt, Ethiopia, Mongolia, Nepal, Senegal and Thailand [↑](#footnote-ref-11)
11. Pathways for transforming food systems in equitable ways divides the changes into four categories: Women’s Agency, Access to and control over resources, Gendered social norms, and Policies and governance (SCALA GSI Strategy, page 5). [↑](#footnote-ref-12)
12. Source : Figure created by the Evaluation team based on the information retrieved in the Mid-term exchange workshop October 2023. [↑](#footnote-ref-13)