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**End Term Evaluation**

**National Climate Resilience Project (NCRP)**

**Final Report**

**Reference Number: IC/MWI/005-2023**

Submitted to UNDP Malawi by:

Wanagwa Paxie Chirwa (PhD)

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| **February 2024** |

Submitted to FAO Malawi by:

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**Basic Project Information**

|  |  |
| --- | --- |
| Title of Project | National Climate Resilience Programme (NCRP) |
| Reference number | IC/MWI/005-2023 |
| Start Date | January 2019 |
| End Date | December 2023 |
| Districts (included in the project) | Kasungu, Mchinji, Nkhotakota, Ntchisi, Dowa and Lilongwe |
| Executing Agency/Implementing Partner | **Implementing Partner:** Ministry of Natural Resources and Climate Change, Environmental Affairs Department |

**Evaluation Team**

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Acronyms and Abbreviations

CO Country Office

COMACO Community Markets for Conservation

CSO Civil Society Organization

DC District Commissioner

DESC District Environment Sub Committee

DLRCO District Land Resources Conservation Officer

CDM Clean Development Mechanism

EAD Environmental Affairs Department

EBA Ecosystem based approach

ETE End Term Evaluation

ETER End Term Evaluation Report

FGD Focus Group Discussions

GCF Global Climate Facility

GEF Global Environment Facility

GHG Green House Gases

GoM Government of Malawi

M&E Monitoring and Evaluation

MEPA Malawi Environmental Protection Authority

MRV Measuring Reporting and Verification

MUBAS Malawi University for Business and Applied Science

MUST Malawi University for Science and Technology

NCRP National Climate Resilience Project

NDC Nationally Determined Contribution

NGO Non-Governmental Organization

PMEAL Participatory Monitoring, Evaluation, Accountability and Learning

STEM Science, Technology, Engineering and Mathematics

SCCC Steering Committee on Climate Change

TCCC Technical Committee on Climate Change

TOC Theory of Change

ToR Term of Reference

UNDAF United Nations Development Assistance Framework

UNDP United Nations Programme

UNEG United Nations Evaluation Group

USAID United States Agency for International Development

VSL Village-Savings and Loans

Executive Summary

1. **Introduction**

This End Term Evaluation Report (ETER) for National Climate Resilience Project (NCRP) was developed following a series of stakeholder consultations at National, District and local / project site level through key informant interviews and focus group discussions; project documents and reports review and content analysis from 2 October to 27 October, 2023.

The objective of the evaluation was to assess progress towards the project outcome and outputs and provide lessons learnt and recommendations for improving the design and implementation of similar initiatives in future. The evaluation assessed the project performance using the standard evaluation criteria of design and relevance, effectiveness, efficiency, coherence, impact and sustainability.

The ETER was developed from credible, reliable and useful data to assess project outcome and outputs. The mission strived to meet all the UNEG Norms and Standards.

1. **Evaluation Findings**
   1. **Design and Relevance**

|  |  |
| --- | --- |
| 1. The intervention was aligned with Malawi 2063; priority one of the MGDS III vis a vis ‘Agriculture, Water Development and Climate Change Management’; National Resilience Strategy; National Climate Change Investment Plan; National Forest Landscape Restoration Strategy and National Agriculture Investment Plan; 2. NCRP was responding to the following policy implementation Plans: Climate Change Management Policy, Forestry Policy, Fisheries Policy, Disaster Risk Management Policy; 3. At international level, NCRP is relevant to SDG 1, SDG 2, SDG 3, SDG 5, SDG, SDG 7, 13, SDG 14, SDG 15 and SDG 17. NCRP priorities for action were also guided by other relevant international frameworks e.g. the Paris Agreement and Sendai Framework for integrating risk-informed development into Malawi’s adaptation planning processes; 4. NCRP responded to climate change management policy, Forestry policy, Fisheries policy and Disaster Risk Management policy.  * **Design and Relevance is rated Satisfactory (S)** |  |

**b. Effectiveness**

|  |  |
| --- | --- |
| 1. NCRP strengthened capacity for improved result-oriented governance and management of climate change at national and district levels; 2. NRCP addressed multiple threats simultaneously through the coordination by joint planning at ecosystems level; 3. NCRP supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF; 4. NCRP developed an integrated climate resilient monitoring system which tracks results in adaptation and finance; 5. ENRM policies and implementation was enhanced through ecosystem based approach that was used. Financial resources provided by UNDP were the driving force to achieving the intended outputs; 6. No special attention was made to human rights, gender and disability in the project strategy and implementation. However, these issues were safeguarded at community level during implementation by inviting every community member to participate in the project.  * **The rating for effectiveness is Satisfactory (S)** |  |

1. **Efficiency**

|  |  |
| --- | --- |
| a) The project put in place and exercised measures to ensure that project funds are used prudently to deliver on its commitments;  c) The project was cost effective because interventions that yielded positive results under similar projects have been implemented. Partnerships and collaborations on similar interventions helped to leverage technical and financial resources;  d) Generally, the technologies selected for community adoption are suitable e.g. Biogas technology and Waste recycling technology that offers a range of products, including personal protective equipment (PPE)..   * **The rating for efficiency is Satisfactory (S)** |  |

**d. Implementation**

|  |  |
| --- | --- |
| 1. NCRP at national level supported government policy to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF; 2. The EAD mandate was instrumental in sustaining established partnerships within the ENRM sector; 3. Partnership with other projects at district level were built such that project activities delivery was improved by repackaging similar interventions to improve performance;. 4. Project management was responsive to significant climate change events happening alongside the project. For example, SCCC appreciated comprehensive outreach to all development partners after being briefed of CoP 25 outcomes; 5. National Steering Committee on Climate Change (NSCCC), National Technical Committee on Climate Change (NTCCC), as well as the Development Cooperation Group on Environment, Resilience and Climate Change (DCERCC) were the project oversight structures that provided policy guidance to project implementation. These committees were well established and functional, serving all climate change projects in the country; 6. The National Steering Committee on Climate Change served as the Project Steering Committee (Project Board, responsible for providing overall coordination, guidance and oversight in-line with UNDP's Results-Based Management (RBM) approach. As such all the work plans were endorsed by SCCC before implementation as an authorization to the Project Coordinator to disburse funds for project implementation. Quality assurance was provided by UNDP in collaboration with the National Technical Committee on Climate Change and the National Steering Committee on Climate Change; 7. UNDP supported the project financially and ensured prudent use of project resources through monitoring, quality control and checking accuracy of financial reports and reviewing requests for advances from EAD; checked compliance in terms of technical and financial requirements for the project; Facilitating the development of annual work plans (AWPs); and making disbursements to the implementing partner; 8. UNDP CO provided funding ($2,500,000 for 5 years) for the project and provided dedicated project staff such as a project manager and a finance and administrative associate. CO further provided technical support from consultants. The UNDP CO further provided quality assurance for the components implemented by the implementing partner, as well as operational support in terms of procurement and recruitments, as required.  * **Implementation is rated Satisfactory (S)** |  |

1. **Coherence**

|  |  |
| --- | --- |
| * + 1. The project was coherent with several policies, strategies and plans in agriculture, environment, fisheries, natural resources and climate change management given its overall focus on ecosystem and community resilience, climate change adaptation and mitigation through nature-based solutions;     2. Within the NCRP project areas, there were projects which were implementing similar interventions where collaborations have been established such as Climate Smart Enhanced Public Works Programme (EPWP); Ripple Africa - Changu Moto Project; Restoring Fisheries for Sustainable Livelihoods in Lake Malawi (REFRESH); and African Parks - Building Climate Resilience in Communities Surrounding Protected Areas. * **The overall rating for Coherence: Highly Satisfactory (HS)** |  |

**f. Sustainability**

|  |  |
| --- | --- |
| 1. NCRP established structures that can benefit from multilateral and bilateral funding including leveraging domestic resources towards more sustainable funding mechanisms for climate change action; 2. NCRP worked with government to increase climate change funding, including mobilization of domestic funding and managed to launch a National Climate Change Fund (NCCF).  * **The overall rating for sustainability is moderately likely (ML)** |  |

1. **Impact**

|  |  |
| --- | --- |
| The main impact is the improved coordination through the ecosystem based approach (EBA). The NRCP thus has contributed to ecological and social resilience in the targeted ecosystems.   * **The overall rating for Impact is moderately satisfying (MS)** |  |

1. **Conclusion**

The main objective of the evaluation was to assess progress toward the project outcome and outputs.

Outcome: By 2023, households have increased food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods;

* While the interventions were well designed to achieve the project outcome, increased food and nutrition security at the household level, equitable access to healthy ecosystems and resilient livelihoods will require more time to achieve.

*Output 1:* Strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels;

* The governance structure was established but there was need to strengthen this further both at national and district levels;

*Output 2:* Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors;

* A lot was achieved in terms of scaling up action, financing and partnerships for CC adaptation. Fuel levy funds were transferred to EAD for climate change financing;
* The project supported the establishment of the expert working group on mitigation, the committee on natural resource management, the development of the scorecard for the NDC, and the MRV system for the transport sector;

*Output 3*: Strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance;

* Major outcomes form the NCRP include the development of an online database for tracking climate finance and symposia conducted on CC policy dialogue;
* On technology innovations, key achievement on this output was the support given to research and innovations implemented by ECOGEN, QUBIX, MUBAS and MUST including electric motor bike.
* *Design and Relevance is rated Satisfactory (S).* This is the case considering that the interventions to a great extent were aligned to ProDoc and national policies such as Malawi 2063, Malawi Growth and Development Strategy (MGDS) III, Climate change management policy, Forestry policy, Fisheries policy and Disaster Risk Management policy including UNDAF. The NCRP responded well toNational Forest Landscape Restoration Strategy and National Agriculture Investment Plan. At international level, NCRP is relevant to SDGs while its priorities for action were also guided by relevant international frameworks e.g. the Paris Agreement and Sendai Framework for integrating risk-informed development into Malawi’s adaptation planning processes.
* *The rating for effectiveness is Satisfactory (S).*This is becauseNCRP strengthened capacity for improved result-oriented governance and management of climate change at national and district levels; addressed multiple threats simultaneously through joint planning and coordination at ecosystems level; and NCRP supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF. ENRM policies were enhanced in a coordinated manner through ecosystem based approach that was used during implementation.
* *The rating for efficiency is Satisfactory (S).* The project put in place and implemented practical measures to ensure that project funds are used prudently to deliver project outputs. The oversight role by SCCC ensured that annual work plans are approved at the right time for timely project implementation to attain efficiency.
* *Implementation is rated Satisfactory (S).* NCRP at national level supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF. The EAD mandate was instrumental in sustaining established partnerships within the ENRM. These partnerships were critical for project management as they were all responsive to significant climate change events happening alongside the project. This was evidenced by the establishment of the national steering committee (NSCCC), oversight structure (DCERCC) for project coordination, quality assurance, monitoring of the UNDP's Results-Based Management (RBM) approach, among others.
* *The overall rating for Coherence is Highly Satisfactory (HS).* The project was coherent with several policies, strategies and plans in agriculture, environment, fisheries, natural resources and climate change management given its overall focus on ecosystem and community resilience, climate change adaptation and mitigation through nature-based solutions. Coherent within the NCRP project areas was also evident through the established collaborations with other projects such as Climate Smart Enhanced Public Works Programme (EPWP); Ripple Africa - Changu Moto Project; Restoring Fisheries for Sustainable Livelihoods in Lake Malawi (REFRESH); and African Parks - Building Climate Resilience in Communities Surrounding Protected Areas operating within NCRP project areas.
* *The overall rating for sustainability is moderately likely (ML).* NCRP established structures that can benefit from multilateral and bilateral funding including leveraging domestic resources towards more sustainable funding mechanisms for climate change action. The project worked with government to increase climate change funding, including mobilization of domestic funding and managed to launch a National Climate Change Fund (NCCF) which is central to sustainability.
* *The overall rating for Impact is moderately satisfying (MS).* This is the case because the main project impact is the improved coordination through the ecosystem based approach (EBA) and strengthened capacity for improved result-oriented governance and management of climate change. Although the NCRP outcomes are limited, through improved coordination and strengthened capacity, the NRCP managed to contribute to ecological and social resilience in the targeted ecosystems.

***Lessons Learnt***

The following lessons have been learned from the implementation of the NRCP project that may be applied in future planning of other interventions:

* Stakeholder coordination is a key part of the effective implementation of climate change policies, programmes, and projects as it allows for the programme to learn from a wide range of experiences by other institutions.
* The oversight provided by the multi-sectoral forums overseeing climate change management ensures that there is consideration of emerging issues that are related to climate change.
* Adaptive management is very crucial when implementing a programme during uncertain times like the Covid-19 global pandemic and disaster and risk management.
* Involving beneficiary districts in the early stages of programme development and implementation enhances project ownership.
* Capacity building of stakeholders on programme concepts and approaches in the initial stages of the programme leads to the creation of a pool of technical resources within the programme area.
* Domestic resource mobilization through the introduction of green levies takes time and requires a lot of advocacy and engagement with the Ministry of Finance.
* Learning from previous and existing initiatives in resilience building has assisted in improving project outcomes.

1. **Recommendations**

***Output 1:* Strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels;**

* Strengthen further the governance structures and partnerships: UNDP and EAD should broaden and strengthen the partnerships with other stakeholders including donors, CSO, NGOs, and various Government Departments (Forestry, Fisheries, Land Resource and Conservation, Energy, Gender) at the national level. This will improve synergies in national climate resilience;
* In successor projects, UNDP, other ENRM players with EAD as the coordinator, should continue to facilitate strong coordination of climate change related policies for successful implementation of climate change adaptation and mitigation programmes through involvement and collaboration of many actors within and across public, private and civil society;
* There was no special attention on human and tenure rights, gender and disability issues in the project strategy and implementation. In future designs, these should be clearly be reflected in the indicators for the outputs.

***Output 2:* Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors;**

* UNDP should in the future facilitate the scaling up of best practices that improve the livelihoods of communities and other nature-based solutions;
* The successor project should mobilize more domestic and global climate financing for enhanced resilience and natural resource management.

***Output 3*: Strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance;**

* There is need for expanded knowledge and information on climate change and ENRM for M&E;
* UNDP and EAD should, in future, streamline financial management and institute standard output/results-based templates for reporting progress.
* There should be good exit strategies *vis a viz* finance, equipment, management, etc., for future projects to ensure continuity of activities for sustainable livelihoods and ecosystem resilience.

Following the implementation of the NCRP project, it is recommended that government should actively facilitate implementation of the different successful interventions in a well-coordinated approach to achieve ecosystem and community resilience in the country as outlined under output 1 to 3.

# Introduction

This End Term Evaluation Report (ETER) for National Climate Resilience Project (NCRP) was developed following a series of stakeholder consultations at National, District and local / project site level through key informant interviews and focus group discussions; project documents review and content analysis from 2 October to 27 October, 2023.

The ETER was developed from credible, reliable and useful data to assess project outcome and outputs and provide lessons learnt and recommendations for improving the design and implementation of similar initiatives in future. The mission strived to meet all the UNEG Norms and Standards.

## Background and context

The government of Malawi’s Ministry of Natural Resources through and Environmental Affairs Department (EAD), implemented the National Climate Resilience Project (NCRP) in Mchinji, Kasungu, Lilongwe, Nkhotakota, Ntchisi and Dowa districts (Figure 1) with financial support from the United Nations Development Programme (UNDP). The NCRP was designed to address existing gaps in key ENRM policies and strategies including climate-proofing other key sectors. Thus, at national level, NCRP focused on addressing capacity limitations of civil society, private sector and government actors to respond collectively to climate change issues which are compounded by weak governance arrangements and weak implementation of climate change ­ related policies. This was a five-year project (2019-2023) that aimed at contributing towards accountable, inclusive and effective implementation of climate change related policies, and programme approaches to build resilient ecosystems and communities. NCRP responds to existing and emerging challenges in holistic climate change management at national and sub-national level through policy and practice.

The interventions were delivered with a total budget of US$2,500,000 over a five-year period commencing 2019, and ending 2023 (UNDP& EAD, 2018) and targeted vulnerable ecosystems and strengthening local governance structures at district level and across districts.

Climate change is a key development challenge in Malawi, affecting virtually all livelihoods and sectors of the economy. The negative impacts of climate change in Malawi are exacerbated by the high levels of sensitivity of social and ecological systems. Environmental degradation across Malawi, through human-induced impacts such as deforestation and land use change, play a major role in exacerbating the impacts of climate change.

Government allocations for the ENRM sector have remained low which results into minimal to no impacts on the ground. There is also need for climate-proofing other key sectors.

Being a multi-scale economic, environmental and social systems-level challenge, successful implementation of climate change adaptation and mitigation programmes depends on the involvement and collaboration of many actors within and across public, private and civil society. However, the limited capacity of civil society, private sector and government actors to respond collectively is compounded by weak governance arrangements to foster functional interdependencies between actors and agents of change.

It is against this background that the overall goal of the proposed National Climate Resilience Programme (NCRP) was to contribute to accountable, inclusive and effective implementation of climate change policies, and programme approaches to build resilient ecosystems and communities.

## Evaluation scope and objectives

The evaluation assessed the project performance using the standard evaluation criteria of design and relevance, effectiveness, efficiency, coherence, impact and sustainability. The evaluation identified, and documented lessons learnt, best practices and challenges to inform future interventions. The evaluation consultations covered the following:

* 1. Institutions established and supported through the programme

1. Malawi Higher Education Institutions Network on Climate change Learning
2. Ecogen
3. Qubix
4. Global Waste solutions
   1. Bua river districts – (Mchinji, Kasungu, Lilongwe, Nkhotakota, Ntchisi, Dowa)
   2. Key Ministries, Departments and Agencies (MDAs).

The objective of the evaluation was to assess progress towards the project outcome and outputs and provide lessons learnt and recommendations for improving the design and implementation of similar initiatives in future.

More specifically, the objectives of the End-term Evaluation were to:

* Assess the extent to which project outcomes and outputs have been achieved.
* Determine the positive or negative change resulting from contributions of the project.
* Assess the relevance of the project strategies to the development needs of the people, global and national development goals.
* Assess the effectiveness and efficiency of the project in implementing and achieving the specific expected results and analyze any factors contributing to and hindering its progress.
* Assess to what extent were gender equality, human rights and other cross-cutting issues promoted or addressed in project design, implementation, monitoring and reporting.
* Make recommendations that would improve the relevance, coherence, efficiency, effectiveness, and sustainability of similar projects in future;
* Document lessons learnt to inform future similar projects.
* Identify potential areas of programming from lessons learnt and gaps identified.

## Mission de-briefing and submission of ETER

The Consultant conducted one briefing session (16/11/2023) with UNDP – CO to present key findings and tentative recommendations on the three project outputs and key evaluation criteria for the NCRP. The de-briefing session generated positive feedback which are included in the findings but also facilitated in-depth analysis of some issues recorded during the evaluation of NCRP. The debriefing session guided content presentation of this ETE Report,

# Evaluation approach and Methods for the End Term Evaluation

The evaluation followed a step-wise consultative and participatory approach involving four main stages: inception, data collection, evidence gathering, analysis and interpretation, and compilation and submission of End Term Evaluation report (ETER).

The ETE was conducted following the methodology set out in the ToR and outlined below, adhering to the United Nations Evaluation Group (UNEG) Norms & Standards (UNEG, 2005). These guidelines were considered appropriate because they offered clear and relevant guidance in meeting the expectations of the ETE as set out in the ToRs (Annex 7).

The ETE adopted a consultative and transparent approach with internal and external stakeholders who were kept informed throughout the evaluation process. Triangulation of evidence and information gathered underpinned its validation and analysis which supported the conclusion and recommendations.

## Methodology for the ETE

1. The work included desk-review, where key project documents such as approved project documents, recent studies, reviews, projects monitoring reports, disbursement reports, progress reports, minutes of meetings and other information available with implementing partners were reviewed.
2. Field visits were based on sites and/ or districts where there was either significant or non-significant change on the expected out puts. Hence, Dowa, Nkhotakota and Ntchisi Districts were selected for in-depth interviews, inspection, and analysis of project activities including applied research innovations in Blantyre and Lilongwe;
3. Interviews were also conducted with implementing partners especially at the local level in the selected districts. These were undertaken as Focus Group Discussions.
4. A generic interview guide tool was developed (Annex 4). This was retooled for fit-for purpose questionnaire for each category of stakeholders and/or respondents.

The rationale for choosing the three districts was to balance up data capture for evaluation, from both project areas that were perceived to have scored more success and those with limited success.

## Data collection

Data sources for the ETE included the ProDoc, policy documents, project annual work plans, project annual reports and Key Informants (at national level). At the time of preparing this report the financial and procurement reports were not been provided

The data collection was guided by the ETE evaluative matrix (Annex 1), which contains a set of evaluative questions on the six evaluation criteria: design and relevance, effectiveness, efficiency, coherence, impact and sustainability as commissioned through the ToR (Annex 7). The ETE evaluative matrix also contained indicators for ascertaining each evaluative question and the methodology that was used in getting responses to each of the evaluative questions (Annex 1).

Generally, the approaches used included analysis of environmental and social safeguards, analysis of governance system and procedures, comparative analysis of project cost with projects of similar nature, project impact assessment, Focus Group Discussions (FGDs), fiduciary risk analysis, field observations and Key Informant Interviews (KIIs), Logframe analysis, results matrix analysis, review of project indicators, risk analysis, root-cause analysis, suitability analysis of technologies given the social, economic and environmental context of the project, sustainability analysis, systematic reviews and Theory of Change (TOC) Analysis. The details on where each of these were applied are provided in the ETE evaluative matrix (Annex 1).

Key informant interviews were held with technical personnel at national, district and lower/project site levels. An interview guide was used for this purpose – an example of this guide is included as Annex 4.

At the national level,interviews were held with technical personnel responsible for coordinating project activities (such as the Project Task Team – EAD, UNDP, Forestry Department, Department of Land Resources Conservation, Department of Fisheries).

At district level**,** interviews were conducted with the District Project Coordinator (DPC), and technical personnel that are members of the District Environment Sub Committee (DESC), particularly the Environmental District Officer (EDO), the Irrigation Officer, the Director of Planning and Development (DPD), the District Gender Officer, and the District Forestry Officer given the nature of interventions implemented under the NCRP project, but also, as documented in the project reports so far accessed by the Consultant.

At the community level, focus group discussions were held with direct beneficiaries of the intervention and representatives of the governance institutions such as Area Development Committee (ADC), Village Development Committee (VDC), and Village Natural Resources Committee (VNRMCs). Community discussions also benefitted from representation of Area Civil Protection Committees (ACPCs) and Village Civil Protection Committees (VCPCs).

Site visits were made in three districts where the intervention or sub projects are being implemented. In addition, visits were made to Blantyre and Lilongwe to appreciate innovations from applied research. ECOGEN of Lilongwe and QUBIX of Blantyre were visited and consulted.

The itinerary, list of persons consulted and project sites is provided (Annex 8, 9, 10).

## Data analysis

The ETE analyzed the NCRP strategy, project outcome, project implementation, and overall project management. Qualitative data collection included: (i) in depth review of accessed documents; (ii) in person or virtual interviews at national, district and community level. Analysis of data and information from the different documents (design, budgets and expenditures, implementation progress and annual reports), field observations and key stakeholder interviews ensured triangulation of the main findings from the ETE. Where available data were disaggregated to account for sex/gender. The Theory of Change was also reviewed to inform the extent of the performance of the project and the future plan. The analysis scheme is summarized and presented in Annex 1 (ETE Evaluative Matrix) and briefly explained below as follows:

### Review Criteria

The project end-term was reviewed using OECD ETE criteria with key questions, indicators, sources of data, and methodology summarized in the End Term Evaluation Matrix (Annex 1). These criteria provide a normative framework used to determine the merit or worth of an intervention (policy, strategy, programme, project or activity). They serve as the basis upon which evaluative judgments are made (OECD, 2021). The rating scales for the other categories are shown in Table 2-1, whereas the rating scales for sustainability are shown in Table 2-2.

Table 2‑1 General Rating Scales

|  |  |  |
| --- | --- | --- |
| Rating Description | Rating Code | Explanation |
| Highly satisfactory (HS) | HS | Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings |
| Satisfactory (S) | S | Level of outcomes achieved was as expected and/or there were no or minor shortcomings |
| Moderately satisfactory (MS) | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings |
| Moderately unsatisfactory (MU) | MU | Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings |
| Unsatisfactory (U) | U | Level of outcomes achieved substantially lower than expected and/or there were major shortcomings |
| Highly unsatisfactory (HU) | HU | Only a negligible level of outcomes achieved and/or there were severe shortcomings |
| Unable to assess (UA) | UA | The available information does not allow an assessment of the level of outcome achievements |

Table 2‑2 Rating Scales for Sustainability

|  |  |  |
| --- | --- | --- |
| Rating Description | Rating Code | Explanation |
| Likely (L) | L | There is little or no risk to sustainability. |
| Moderately likely (ML) | ML | There are moderate risks to sustainability. |
| Moderately unlikely (MU) | MU | There are significant risks to sustainability. |
| Unlikely (U) | U | There are severe risks to sustainability. |
| Unable to assess (UA) | UA | Unable to assess the expected incidence and magnitude of risks to sustainability |

## Limitations of the ETE

The ETE review was not able to visits all the six (6) districts due to the timelines available to accomplish the end –term evaluation assignment. Hence, responses from the other districts are not available. Notwithstanding, we strived to get representative districts as outlined under the methodology.

The stakeholder interviews and FGD with communities basically provided qualitative data but this was triangulated with the field observations, and in-depth analysis of the different reports outlined in the methodology.

Lastly, the fuel crisis at times meant the field visitations had to be reorganized and some of the stakeholder interviews were virtually undertaken.

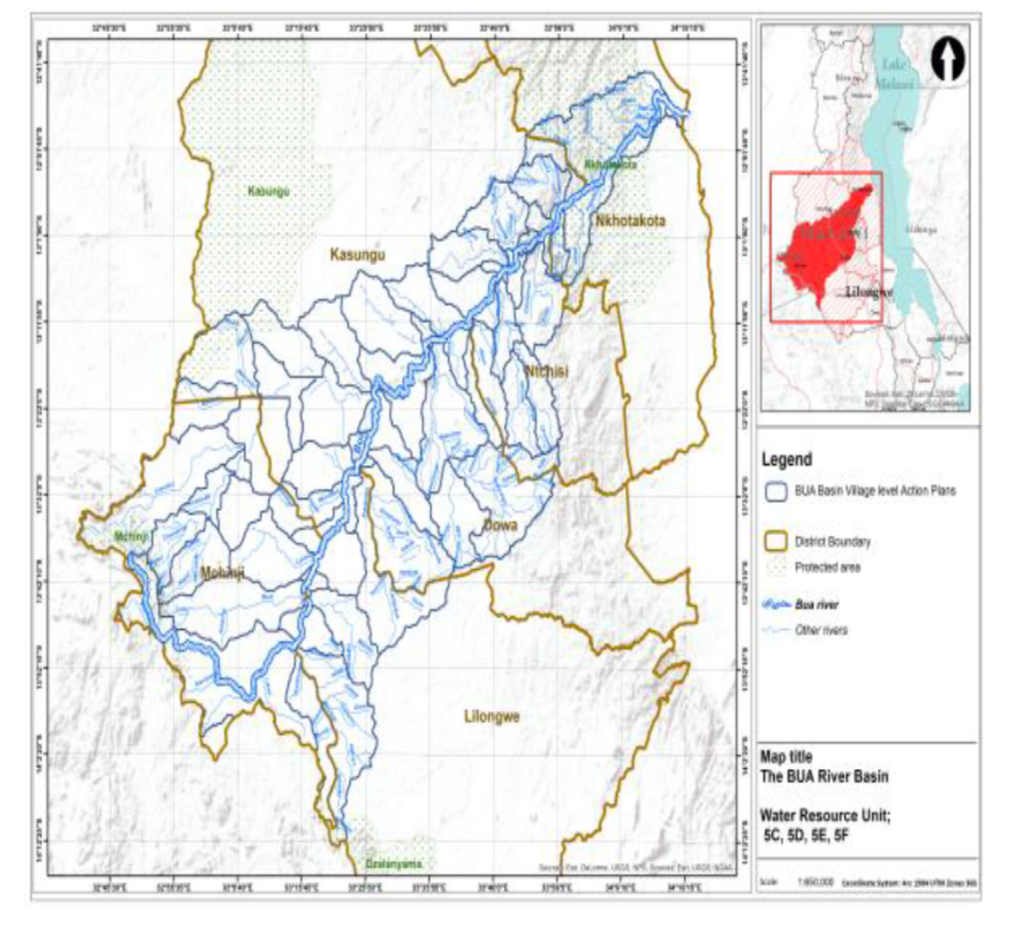


Figure 1-1: NCRP impact area within the Bua River Catchment area

(Source: Bua River Ecosystem Restoration and Management Plan)

# Evaluation Findings

## Design and relevance

Relevance measures the extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. “Respond to” means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which the project takes place (OECD, 2021).

### Extent to which the project was aligned with national development priorities and the SDGs

The intervention was aligned with Malawi 2063 and its First 10-Year Implementation Plan (MIP1) given its overall focus on promoting environmental sustainability, ecosystem and climate resilience in accordance with enabler 7 that advocates environmental sustainability.

At national level, the programme contributed to priority one of the MGDS III namely ‘Agriculture, Water Development and Climate Change Management’; national resilience strategy; national climate change investment plan; national forest landscape restoration strategy and national agriculture investment plan. NCRP is responding to the following policy implementation plans: climate change management policy, forestry policy, fisheries policy, disaster risk management policy. The MGDS III relates to the United Nations Development Assistance Framework (UNDAF) pillar 3 on Inclusive and Resilient Growth through outcome 7 (Households have increased food and nutrition security, equitable access to Water Sanitation and Hygiene (WASH) and healthy ecosystems and resilient livelihoods) and Outcome 8 (Malawi has more productive, sustainable and diversified agriculture, value chains and market access) (United Nations Country Team, 2019).

At international level, NCRP was relevant to SDG 1 “end poverty in all its forms everywhere”, SDG 2 “zero hunger”, SDG 3 “good health and wellbeing”, SDG 12 “ensure sustainable consumption and production patterns”, Goal 13 “take urgent action to combat climate change and its impacts”, SDG 14: “life below water”, SDG 15 “life on land” and SDG 17 “partnerships to achieve the goal”. In addition, NCRP set priorities for action guided by other relevant international frameworks such as the Paris Agreement and Sendai Framework for integrating risk-informed development into Malawi’s adaptation planning processes.

### Whether the project intervention and activity design adequately responded to the

***gender needs and gaps identified through*** ***the gender and rights-based approach***

***problem analysis***

NCRP responded to climate change policy, Forestry policy, Fisheries policy and Disaster Risk Management policy. It mainstreamed cross-cutting areas of the project in the project outputs. These included gender balance, youth development; empowerment of persons with disability; environmental management; disaster risk reduction and resilience building; peace, security and good governance. Gender transformative approach (GTA) was integrated in project activities where both men and women were brought together during the design and testing of technologies and practices. The approach supported both men and women to reflect upon and address norms that prohibit women from engaging in some natural resources-based businesses so that upon reflection, women are able transform and be able to access distant markets and control their earnings.

While the project intervention and activity design adequately responded to the gender needs and gaps identified through the gender and rights-based approach problem analysis, during implementation, this was not deliberately incorporated as the approach was gender neutral at both community and policy level.

### Design taking into account scaling up

The design of the projects took scaling up into consideration. The NCRP was designed in such a way that it laid down a framework for future projects but also developed Bua River Ecosystem Restoration and Management Plan to guide future projects. In addition, the climate change innovation grants were meant to address the issue of waste management in the future. In fact, from our observation, other development partners (WB) were interested in implementing similar projects in other ecosystems in the country using.

## Effectiveness

Effectiveness measures the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. Analysis of effectiveness involves taking account of the relative importance of the objectives or results.

The NCRP addressed a number of challenges and constraints in Malawi’s response to climate change. It addressed issues of climate change and ENRM project fragmentation by using ecosystem based approach in project implementation which weakened policy implementation and coordination approaches. NCRP improved climate change governance, coordination and partnerships whose main results have been achieved to varying extents. The results are good pointers to what still needs to be done to build community and ecosystem resilience in pursuit of inclusive and sustainable growth, governance; human capital development; resilience to shocks; and access to affordable and clean energy. The achievements made are in line with UNDP country programme document (CDP) and directly contributes to all MIP-1 enablers and UNSDCF outcome areas and adequately inform the Theory of Change.

### To what extent were the project outcome and outputs achieved

Most outputs have been satisfactorily achieved but the project outcomes are yet to be appreciated. Food and nutritional security may take some more years to be achieved because most of the investments made through the project have not yet started bearing fruits.

***Project Outcomes***

Food and nutrition security may take time to be appreciated but supporting policies and interventions / practices are in place and will ultimately turn around food and nutrition security in the project impact area. This is the case because the design of the project implemented policies and interventions that ensure physical, social and economic access to food, which is safe. What still remains is to meet sufficient quantity and quality to meet dietary needs and food preferences. In addition, supply of adequate water and sanitation, health services and care, to allow for healthy and active life was not assuring. Stability in availability, accessibility, and utilization of food was yet to be fully achieved in the project impact area despite the NCRP improving implementation and coordination of enabling policies; implementing interventions that were likely to improve nutrition and influence behaviours towards increased access to food; and investing in various income spinning projects including irrigation scheme.

Equitable access to healthy ecosystems was relatively facilitated by the NCRP. Focusing on habitat loss and fragmentation, over exploitation of biological resources, water pollution, climate change and infestation of invasive alien species brings the state of the ecosystems i.e. Bua River ecosystem into perspective vis-à-vis the project interventions both at policy and implementation level. It is thus clear that the NCRP facilitated equitable access to healthy ecosystems through ecosystem based approach and governance.

Ecosystem-based governance presupposes holistic and equitable approaches because it involved inter- and transdisciplinary knowledge which were both achieved with broad, inclusive and interactive participation of relevant national experts and stakeholders including local resource users like small-scale fishers. The goal being to achieve sustainable use of resources and services derived from the ecosystems and to maintain their structure, functioning and productivity while satisfying the social and economic needs of stakeholders.

Equitable access to healthy ecosystems was an outcome of a well-coordinated policy and prudent resource management system, and the process by which actions and decisions were formulated and implemented in a transparent manner.

Resilient livelihoods were partially achieved by the NCRP through the project interventions that touched on food production and investments made via the innovations hub. Through the NCRP,

vulnerability and response capacity of individuals, households, and communities to negative shocks and stressors to livelihoods, particularly those that threaten food security were addressed. While resilience is the ability to manage adversity and change without compromising current and future well-being, few households are able to adopt positive coping strategies when faced with a negative shock that leads to a sudden loss of income and can recover more easily. The NCRP fell short of achieving resilient livelihoods when multiple indicators such as adaptive capacity, access to basic services, access to social safety nets and ownership of productive assets were considered. Nonetheless, the NCRP in its design had an appropriate package of support for beneficiary households with a mix of project interventions, including livelihoods support.

In view of the foregoing, from a baseline of poor governance and uncoordinated approaches for building ecosystem and community resilience, there was a slight increase in number of households whose food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods increased as a result of the project.

Output 1: Strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels

* From a background of poor management of climate change at all levels, 6 project proposals were satisfactorily funded under this output. In relation to that, 1 project review process was undertaken targeting GEF and GCF whose outcome was an operational manual to guide the process;
* Four Technical Committee on Climate Change (TCCC), 4 Development Cooperation Group on Environment Resilience and Climate change (DCERCC), 3 Troika and 2 Steering Committee on Climate Change (SCCC) meetings were conducted. The TCCC and SCCC provided technical and policy guidance to climate change interventions respectively;
* A national strategy for resource mobilization was developed including support towards the development of Malawi’s vision 2063 and the implementation of the pillar and enabler coordination groups under the same output;
* In general, these were result oriented governance meetings on climate change management.

Thus, strengthened capacity for climate change management and all planned results were achieved satisfactorily at varying rates as provided by explained indicators above.

Output 2: Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors. The following are the output indicators which explain the achievements under this output:

* Under output 2, a number of mechanisms and/or instruments were achieved in terms of scaling up action, financing and partnerships for CC adaptation;
* Standard operating procedures (Operational manual) for climate funds were in place. Interventions were being implemented by a multidisciplinary team within project districts focusing on adaptation, mitigation and disaster risk management;
* Carbon levy funds were successfully transferred to Climate change fund account and by this time 3 Billion Kwacha had been collected as Fuel levy and about 500 Million Kwacha disbursed to finance successful climate change proposals;
* Representatives from Legislature, Ministry responsible for Climate Change and District Councils were funded to attend CoP 25 – 27 as planned and CoP outcomes were shared with other stakeholders;
* CSO, Private sector and parliamentary committee engaged on NDC through participation in CoP 25 – 27 where NCRP supported delegates from the districts, Ministry responsible for Climate Change and Chairperson of Parliamentary Committee on Natural Resources including support given to innovation hubs such as ECOGEN and QUIBIX and Universities such as Malawi University for Science and Technology (MUST) and Malawi University for Business and Applied Science (MUBAS);
* One Score card developed to monitor NDC implementation on bi-annual basis and also one GHG analysis report was produced and approved. Furthermore, NDC Resource mobilization strategy was produced to support funding NDC process and furthermore Transport MRV system was developed for monitoring reporting and verification of the transport sector GHG emissions.

This output was achieved satisfactorily. Under this output (2) there are no planned results that were not implemented nor achieved. The implications of this is that CC mitigation and adaptation including climate resilience has been enhanced.

Output 3: Strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance. This will inform future projects on avoidance of duplication of activities in the country. The following achievements reflect how the output indicators were evaluated:

* Database for tracking climate change funding was developed and is running.
* Sector reports were produced including 1GHG report indicating the 5 innovations that were accepted under NCRP funding; 1GHG report covering activities for 10 bamboo charcoal kilns from polytechnic; 1GHG report on reuse of plastics - *zinyalala* systems ; and prototypes of an electric motorbike and biogas systems installation;
* Through the innovation window that was launched under this output, NCRP conducted symposia on the innovations in all the 6 NCRP project districts; on climate change and innovations; and on climate change policy dialogue and innovations;
* Operational structures were developed for MEPA and its Board was oriented on governance;
* Guidelines for clean-up campaigns were formulated and Ministry of Natural Resources and Climate Change (MNRCC) was involved in the coordination of events for National Clean Up Day;
* Under this output (3), climate change research hub was made functional and this culminated in the creation of institutional networks with a Website developed;
* End Term Evaluation was conducted for the NCRP as provided for under this output.

However, under output 3  Trainings planned for GHG-IS did not take place including planned development of GHG-IS tools . The Mid Term Evaluation (MTE) for NCRP under this output was not achieved because it is argued that the project funding was below the threshold for MTE. The CO, therefore, opted to conduct the ETE.

NCRP has strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels by facilitating policy coordination and implementation at the two levels and achieved some impact in adaptation and mitigation which reduced vulnerability beyond current levels. NRCP addressed multiple threats simultaneously through the coordination by joint planning at ecosystems level. For example, the development of Bua River Ecosystem Restoration and Management Plan was expected to contribute to ecological and social resilience in the Bua Districts.

The project scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors; and strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance. NCRP supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF.

The project strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance. NCRP has developed an integrated climate resilient monitoring system which track results in adaptation and finance. Capacity building has been done to EPD to lead the process and transparently monitor allocation of resources against results and impacts achieved.

### What factors have contributed to achieving or not achieving intended project outputs and outcomes?

There are a number of factors that contributed to achieving project outputs. These included project support at policy level to the different committees related to climate change and innovation symposium and policy dialogue on innovations and tracking climate finance. Choice of relevant interventions ensured that the needs of the beneficiaries were being met while managing climate change issues through adaptation and mitigation measures that came with the project interventions. These interventions were properly aligned to ENRM policies and implementation was enhanced through ecosystem based approach that was used. Financial resources provided by UNDP was the driving force to achieving the intended outputs.

However, there are also factors that contributed to not achieving intended project outputs and outcome. The actual project implementation started later after 2019 and this means that implementation being done for less than 5 years on some interventions. Besides this delay, there was, at times, delayed procurement and disbursement of funds to support project implementation which affected project delivery. The District teams did not have reliable means of mobility to supervise project activities and mostly relied on pooled vehicles at the District Council. This was worsened by the fact that the project funding did not even cover maintenance of vehicle that were being used for the project activities.

Generally, project outputs were positive, however, the outcomes are not project specific as they contribute to the general UNDAF outcomes of the UNDP CPD. Notwithstanding, food and nutritional security from the project at district level may take some more years to be achieved because most of the investments made through the project (beekeeping, fruit trees, bananas, irrigation scheme, and aquaculture) have not yet started bearing fruits.

Equitable access to healthy ecosystems was relatively facilitated by the NCRP. It is thus clear that the NCRP facilitated equitable access to healthy ecosystems through project interventions that applied ecosystem based approach and governance.

Resilient livelihoods were partially achieved by the NCRP from a baseline of poor governance and uncoordinated approaches for building ecosystem and community resilience. The NCRP brought some positive changes which resulted in a slight increase in number of households whose food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods increased as a result of the project.

### Have there been any positive and negative unplanned effects/results

There were no unintended positive or negative outcomes. Most of the positives from the project were as a result of the spin-offs from the planned outputs/activities.

### To what extent were human rights, gender and disability issues mainstreamed in the project strategies and implementation

No special attention was made to human rights, gender and disability in the project strategy and implementation. However, these issues were safeguarded at community level during implementation by inviting every community member to participate in the project. As such, there were no reports of discrimination when it came to project participation.

## Efficiency

Efficiency measures the extent to which the intervention delivers, or is likely to deliver results in an economic and timely way. “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

### Whether the project’s resources (financial, physical and manpower) were adequate in terms of both quantity and quality

At National level, there was apparently adequate support the different related committees as well as to the COP meetings. At the district level, the views and responses that came from project stakeholders and district team implementers showed that financial resources budgeted for the project activities were not adequate to implement the interventions to required scale. Adequate funding allocation was required for meaningful impact of the interventions especially for gully reclamation, fruit trees and bananas, but the scale of implementation indicated that most plans were under – budgeted. However, this observation was difficult to confirm through triangulation of findings because the Consultant was not provided with financial reports for the project for analysis to make an informed evaluation on financial resources. This was made worse by erratic funds disbursement which affected project delivery as many project activities were not implemented as planned. It was noted that tree seedlings in some instances were delivered in February which is not in sync with best silvicultural practices. Generally, project resources in terms of physical and manpower were good except the exclusion of Gender Officer in the project teams of most districts.

### Whether the projects are cost-effective compared to similar interventions

The project was cost effective because interventions that yielded positive results under similar projects were implemented. Partnerships and collaborations on similar interventions helped to leverage technical and financial resources. For example, beekeeping, tree planting and forest management in all the project sites were a popular intervention under other projects in the area.

### Whether the technologies selected (any innovations adopted if any) were suitable

All the technologies selected for community adoption were suitable. Chitetezo mbaula is an efficient cooking stove that save quantity of fuelwood used for household cooking thereby saving the forests; Household Solar system relies on renewable energy and hence ecologically friendly. Its use in the project sites has brought so many household benefits and is highly regarded as the best incentive for community participation.

The suitability of the technologies influenced increased adoption rate of the technologies. For example, there was a growing demand for Chitetezo mbaula among households in the project area coupled with training need for mbaula making so that the Chitetezo mbaula can be locally available. Those who did not benefit from the mbaula look forward to getting one for their own household use. Similarly for the household solar system which were regarded as the best motivation that was ever enjoyed by project beneficiaries. This meant that those who did not benefit from the solar system but could afford any affordable household solar system ended up buying for their household usage. It is hence clear that the NCRP facilitated mindset set on the way different technologies were viewed such as efficient cooking stoves and renewable energy that were designed to save tree or forest loss while mitigating GHG emissions.

Similarly, for biogas production system, which saw a growing number of households getting the biogas facility. This was the case because the biogas technology provide clean cooking energy solutions and economic empowerment; waste management and bio-fertilizer; and reducing GHG emissions generated from organic wastes.

Adoption of waste plastic paper recycling championed by QUBIX became widely popular among city dwellers in the country’s major cities of Blantyre and Lilongwe. Plastic paper recycling had an impact on women and youth’s livelihoods, skills development and climate change adaptation and mitigation. Due to the growing number of adopters, QUBIX converted over 1 ton of plastic waste into useful products; diverted 3 metric tons of plastic waste from landfills through its recycling and upcycling initiatives; thus, reducing greenhouse gas emissions by 10% by using renewable energy and energy-efficient production methods; and provided income-generating opportunities to women.

Climate change Applied Research innovations

In Malawi, applied research has not been a pre-requisite step in the policy development process. As such there has been no connection between policy development and research. NCRP in partnership with government, introduced public policy dialogue between researchers and policy makers on climate change, with the objective of including research dialogue as part of the policy formulation process. Policy makers including parliamentary committees participated in such dialogues and the OPC was engaged to sensitize sectors on the need for research-based dialogue to inform policy and programme implementation.

In a bid to initiate the process, NCRP called for innovative applied research proposals tied to GoM climate change policy priorities where winning ideas were financed by NRCP to serve as topics for public policy dialogue. This ETE presents below the activities of ECOGEN and QUBIX Robotics who were among the recipients of funding from NCRP after coming up with winning ideas.

ECOGEN

An award winning Malawian company that works to produce, sell and distribute low cost portable domestic bio-digesters. These are waste bins that convert organic wastes to biogas energy and organic fertilizer. ECOGEN provided advanced and sustainable biogas technology solutions for production of renewable biogas energy and fertilizer to smallholder farmers to reduce food shortage, poverty and climate change. NCRP supported EcoGen financially with funding amounting to around 40 Million Kwacha to scale up its activities

Objectives were to: 1. Increase access to clean energy; 2. reduce deforestation; 3. Sanitize on environment, waste management and climate change; 4. Increase the adoption of biogas energy for waste disposal and management; 5. reduce Green House Gases (GHGs); 6. Promote sustainable agriculture and permaculture; 7. reduce youth and women unemployment.

They offered products and services such as: 1. Production, distribution and selling of Small Portable domestic bio digesters (1m3 to 5m3 volume) and Medium domestic digesters (for institutional use, e.g. schools, restaurants, hospitals, prisons etc.); 2. Selling of biogas appliances; 3. Installation and operation of decentralized biogas systems; 4. Packaging and distribution of organic fertilizer; 5. Waste management consultancy; 6. Training on construction of portable digesters and organic waste recycling and sustainable agriculture (mainly on indigenous chickens); 7. Advocating for the use of clean energy, environmental conservation, climate change and permaculture (sustainable agriculture).

Some benefits from the innovation included: Support to over 100 women with clean cooking energy and economic empowerment; Providing clean cooking energy solutions enabling over 3000 people to access biogas technology, waste management and bio-fertilizer; Increasing alternative income generation for dairy farmers; Providing capacity building on sustainable agriculture, waste management and clean technologies to youth and women; Converting agriculture waste that would have gone to landfills into organic fertilizer; and Reducing GHG emissions generated from organic waste. This has had the following impact: Creation of permanent jobs for the local population; helping farmers to become independent of chemical fertilizers and improve yields by applying organic fertilizer; and saving on average USD 450 per household per year on energy costs.

ECOGEN had a contract with National Water Resources Authority (NWRA) to put up a bigger system that will require huge investment and will have capacity to store biogas energy. The system’s set up was already endorsed by Malawi Energy Regulatory Authority (MERA) having checked the quality of the systems. The system was going to be commissioned at Liwonde barrage where it will be fed with water hyacinth (*Eichhrnia crassipes*) to produce more energy some of which will be packaged and stored.



Figure 3-1: Biogas system set up within EcoGen office premises in Falls Estates, Lilongwe

QUBIX ROBOTICS

An award winning company making waves by bringing together technology, environmental sustainability, social inclusivity, and education in a remarkable way. Qubix was committed to delivering unique and sustainable manufacturing solutions, setting itself apart as the first environmentally friendly and socially inclusive start-up in Malawi to start developing digital manufacturing machines locally. NCRP provided financial boost amounting to US$30,000 in December, 2021 to manufacture more machines and products but also to impart manufacturing skills to the youth.

In addition to the development of a 3D printing machine, Qubix Robotics worked on refining a locally-built pellet processing machine. This empowered women waste pickers to convert plastic waste into pellets on-site, thereby reducing the bulk while increasing the value they derive from their collections and decreasing the space needed for plastic storage.

Qubix Robotics offered a range of products, including personal protective equipment (PPE) for rural health workers made from recycled plastic waste, educational radio kits for teaching public school children about STEM education and sustainability, and rapid prototyping services for local hardware start-ups and SMEs. They also made drone parts which they supplied to the Drone academy at MUST including trophies. Their services also included training and mentorship programs for young people in Malawi to help develop their skills in entrepreneurship and digital manufacturing. Qubix was developing a machine that will be used to melt plastics and convert them to a strip, easy to be used for manufacturing. In digital manufacturing, less devices are needed to manufacture products.

Qubix Robotics had an impact on women and youth’s livelihoods, skills development and climate change adaptation and mitigation through collaborating with women-led organizations to promote gender equality; trained over 500 students and hosting STEM workshops; converting over 1 ton of plastic waste into useful products; Diverting 3 metric tons of plastic waste from landfills through its recycling and upcycling initiatives; Reducing greenhouse gas emissions by 10% by using renewable energy and energy-efficient production methods; and Providing income-generating opportunities to women.

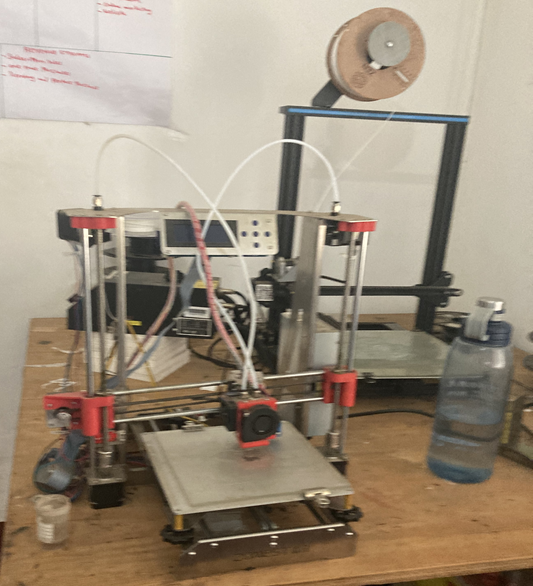


Figure 2-2: 3-D Printer (left) and education radio (right)

### The delivery of government counterpart inputs in terms of personnel and premises

Government counterparts contributed in kind to the project. The project staff and office space at both national and local level were effective in project implementation including mobility for project staff. However, the project was yet to respond to the risk of having unreliable mode of mobility for project implementation and formalization of land-use for project activities at community level.

## Implementation

Project implementation measures the extent and quality of UNDP support, and implementing partner receptiveness and support to the project. It seeks to identify challenges and propose additional measures to support more efficient and effective implementation and responsiveness and innovation to manage risks.

### What partnerships were built or strengthened to improve the performance of project implementation

The project built new partnerships at District level and strengthened existing ones at national level for effective targeting in adaptation, mitigation and climate finance. NCRP at national level supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF. For example, it partnered with JSB for increased project funding.

The EAD which was the implementing partner for NCRP is mandated to provide excellent services in cross-sectoral coordination, monitoring, overseeing compliance, and facilitating the integration of environmental concerns into sectoral policies, plans and programs to ensure sustainable development. The EAD mandate was instrumental in sustaining established partnerships within the ENRM sector. The Department has district offices that oversee implementation of environment and natural resources programmes at district and sub-district levels manned by Environmental District Officers who are supported by the District Environmental Sub-committee (DESC), a sub-committee of the District Executive Committee (DEC). The DESC integrates government and nongovernmental organizations /civil society engaged in environment and natural resources management (NIRAS, 2021). This type of partnership was strengthened through project involvement of all ENRM sectors and these were influential in project implementation. New partnerships with other projects at district level were built such that project activities delivery was improved by repackaging similar interventions to improve performance. For example, while other projects were building fixed rocket stoves, NCRP distributed mobile Chitetezo stoves which was delivered for cooking; Nkhotakota Wildlife Reserve Association (NAWIRA) provided solar lamps to community members at a cost and building on the same, NCRP provided Household Solar system at no cost to project beneficiaries.

### The responsiveness of the project management to significant changes in the environment in which the project functioned

Project management was responsive to significant climate change events happening alongside the project. For example, SCCC appreciated comprehensive outreach to all development partners after being briefed of CoP 25 outcomes.

### Whether lessons learnt from other relevant programmes/projects were incorporated into the project

Lessons from other projects were visibly incorporated into the NCRP. For example, Household Solar system as incentives which motivate community participation; beekeeping with village forest areas management; and irrigation sub-project to support attainment of food security.

### To what extent did the project oversight structures support effective and efficient project implementation

National Steering Committee on Climate Change (NSCCC), National Technical Committee on Climate Change (NTCCC), as well as the Development Cooperation Group on Environment, Resilience and Climate Change (DCERCC) were the project oversight structures that provided policy guidance to project implementation. These committees were well established and functional andcurrently serve all climate change projects in the country.

NCRP elevated the functions of these committees to include accountability oversight, where all climate change-related programmes and projects report. The project facilitated linkages between central level committees, districts, as well as local committees in climate change policy implementation and action. Through the committees’ oversight functions, climate change interventions are monitored and appraised.

The National Steering Committee on Climate Change served as the Project Steering Committee (Project Board, responsible for providing overall coordination, guidance and oversight in-line with UNDP's Results-Based Management (RBM) approach. As such all the work plans had to be endorsed by SCCC before implementation as an authorization to the Project Coordinator to disburse funds for project implementation. Quality assurance was provided by UNDP in collaboration with the National Technical Committee on Climate Change and the National Steering Committee on Climate Change.

Project oversight structures supported effective and efficient project implementation through various ways, some of which are:

* The SCCC underscored the benefits of engaging District Council in AWP preparations and the need to scale up communications for behavior change linked to climate adaptation and resilience;
* The SCCC took note of the late disbursement of funds as one of the key challenges affecting implementation of the project and attributed the challenge to late organization of SCCC meetings to approve the AWPs;
* The SCCC reviewed annual project reports from districts and made recommendations accordingly;
* At the peak of Covid 19 pandemic, SCCC proposed that a strategy be developed for Covid 19 management to ensure that the pandemic did not affect implementation of projects;
* The SCCC took note of the Carbon levy fund (MK 500 Million) received from Ministry of Finance and with the Secretariat agreed on how stakeholders could access the funds once the fund guidelines were approved;
* The SCCC was party to the development of a call for proposals to facilitate utilization of the financial resources led by the secretariat;
* The SCCC took part in the process of developing guidelines for accessing resources from the GCF and GEF that EAD facilitated.

### The role of UNDP CO and its impact on project delivery

UNDP provided technical and financial support and ensured prudent use of project resources through monitoring, quality control and checking accuracy of financial reports and reviewing requests for advances from EAD; checked compliance in terms of technical and financial requirements for the project; facilitated the development of annual work plans (AWPs); and made disbursements to the implementing partner. UNDP also supported Government in mobilizing more resources for the project (eg.JSB) and organized project audits as required.

UNDP CO provided funding ($2,500,000 for 5 years) for the project. UNDP had a positive impact on the project by providing enabling environment through implementation capacity. For example, UNDP supported national implementation and directed implementation where relevant, and engagement with a broad spectrum of national stakeholders. UNDP provided dedicated project staff such as a project manager and a finance and administrative associate who supported the implementation of the project, with further technical support from UNDP and consultants. The UNDP CO provided quality assurance for the components implemented by the implementing partner, as well as operational support in terms of procurement and recruitments, as was required.

However, the observed weakness of UNDP was the delayed disbursements and failure to conduct internal progress review meetings.

### To what extent were recommendations from the project steering committee and periodic reviews implemented

SCCC, through periodic reviews made several recommendations which were implemented under the NCRP and these include:

* All projects were supposed to work closely with local government to make use of latest tools and methodologies that are being advocated through decentralization;
* Recommended Secretariat to share ToRs for the Joint National Technical Committee on Climate Change and DRM to inform project operations and implementation;
* Sustainability of project activities and enhancing investments was to be given priority when implementing projects and programmes;
* Government staff were supposed to be in the fore front of project implementation, monitoring and reporting;
* SCCC recommended that the project as part of sustainability plan should build stakeholder capacity to come up with bankable project proposals that would compete at international level as one way of resource mobilization.
* The establishment of Climate change Fund was supposed to mobilize resources to upscale some of the activities under the project;
* They observed that the period to implement the applied research innovation challenge for 2023 was not feasible considering little time remaining and therefore advised that the project had to reconsider implementation of the said initiative to ensure timely delivery and impact;
* SCCC recommended the need to consider supporting a good number of delegates from the ENRM sector in the NDC to participate during scheduled CoP meetings;
* The SCCC recommended use of linkages and synergies with other adaptation initiatives in the country and the need to take stock of what was happening in other sectors with regard to climate change management;
* They recommended that future progress report presentations across all projects would include details on gender segregated data for all interventions;
* They recommended that the constructed fish pond should match with the quantity of fish to be stocked as well as the number of beneficiaries.

## Coherence

Coherence measures the compatibility of the intervention with other interventions in a country, sector or institution. It is the extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. It includes internal coherence and external coherence: Internal coherence addresses the synergies and inter-linkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors’ interventions in the same context. This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

### Consistent and complementary with other interventions especially in building an enabling environment for climate change and ecosystem resilience

The project was coherent with several policies, strategies and plans in agriculture, environment, fisheries, natural resources and climate change management given its overall focus on ecosystem and community resilience, climate change adaptation and mitigation through nature-based solutions.

### Project interventions duplicating existing similar interventions in the targeted areas, and collaborations with similar interventions

Within the NCRP project areas, there were projects which were implementing similar interventions where collaborations were established. Interventions on projects such as tree planting, beekeeping, energy efficient cooking stoves, soil and water conservation, and Conservation Agriculture, were among those being duplicated. Some of these projects include Climate Smart Enhanced Public Works Programme (EPWP); Ripple Africa - Changu Changu Moto Project; Restoring Fisheries for Sustainable Livelihoods in Lake Malawi (REFRESH); and African Parks - Building Climate Resilience in Communities Surrounding Protected Areas.

***Climate Smart Enhanced Public Works Programme (EPWP)***

NLGFC was implementing Climate Smart Enhanced Public Works Programme (EPWP) pilot in 10 district councils: Chitipa, Karonga, Nkhotakota, Kasungu, Dowa, Lilongwe, Balaka, Chiradzulu, Phalombe and Blantrye. The focus of the EPWP wass on integrated watershed management (IWM) covering sub-projects such as land resource conservation, afforestation, environment and road infrastructure as well as sustainable livelihoods.

In relation to livelihoods, the focus was on technical assistance and training in sustainable livelihood activities which would be provided to households through a strategic linkage to the Community Savings and Investment Promotion Programme (COMSIP). This would l enable participating households to diversify their income and acquire productive assets. These challenges resulted in the creation of low quality community assets, and lack of ownership to sustain such assets.  The EPWP pilot endeavored to address these issues in preparation for the implementation of the future public works programme interventions.

Climate Smart EPWP targeted 1,000 participants per district and a maximum of 5 micro-catchments in each of the districts not larger than 250 hectares each. The 10 districts were selected based on the availability of data for these districts in the Unified Beneficiary Registry (UBR) and a composite index of three parameters on poverty levels, food insecurity and land degradation.

EPWP was deliberately designed to achieve the dual objective of strengthening household resilience to shocks and creating durable community assets. The programme targeted ultra-poor households with labour availability in the 10 district councils selected for the pilot which were registered to participate in the programme for a period of 8 months.

***Ripple Africa - Changu Changu Moto Project***

RIPPLE Africa was empowering communities to invest in a sustainable future. RIPPLE Africa worked on three main issues: education, healthcare, and the environment, and it served a population of 325,000 people. RIPPLE Africa was dealing with social norms affecting women.

The Changu Changu Moto (CCM) cook stove had the ability to transform the way women in rural Malawi cook, ultimately protecting the environment, saving lives, improving economic wellbeing, and empowering women. Due to the stove’s reduced need for firewood, decreased smoke production and incidence of burns, and effectiveness in cooking food quickly, adoption by the women was quick and easy. Since its introduction in 2011, 43,000 CCM cook stoves were adopted by Malawian women.

RIPPLE Africa brought the CCM cook stove to 5,743 households in Nkhotakota and Mzimba Districts of Malawi. This simple, low-tech, fuel-efficient stove was constructed from mud bricks made from locally-sourced materials that are free and readily available. There was no expensive equipment needed for construction, making this a cost-effective solution suited to rural Malawian households. In addition, each woman receiving a cookstove was involved as an active participant. RIPPLE Africa CCM project staff met with each householder to discuss the rationale for the project and worked alongside them to construct the stove as equals. Women receiving the cookstoves were also trained in its maintenance and upkeep. Since women were involved from beginning to end, it helped ensure a sense of pride and ownership of the stove and empowered them with the ability to maintain it. This process proved to be a key element leading to the overwhelming success of the CCM project as a viable replacement for the three-stone fire option. This project had a direct impact on 14,358 women and girls and would indirectly impact an additional 14,358 family members over the next three-year period.

***Restoring Fisheries for Sustainable Livelihoods in Lake Malawi (REFRESH)***

The REFRESH project was funded by the United States Agency for International Development (USAID) and implemented by a consortium led by PACT, with core partners including the University of Rhode Island (URI) and Techno Serve (TNS), as well as local/regional partners such as the Community Initiative for Self-Reliance (CISER), Find Your Feet, and African Parks.

Pact Malawi was awarded a grant of $12 million to implement a project called ‘Restoring Fisheries and Sustainable Livelihoods in Lake Malawi’ (REFRESH) by USAID to be implemented from 2019 to 2024. The purpose of the REFRESH project was to conserve the freshwater biodiversity of Lake Malawi. The project aimed to achieve its goals by restoring the natural fisheries productivity in the lakeshore districts of Karonga, Rumphi, Likoma, Nkhata Bay, Nkhotakota, Salima, Dedza and Mangochi. It was building the capacity of fishermen so that they manage their demarcated area of water, through technical expertise, closed seasons and other control measures to make lasting change for the next generation, through equipping communities with skills, resources and opportunities they need to responsibly benefit from the natural resources around them.

**African Parks - Building Climate Resilience in Communities Surrounding Protected Areas**

* The project aimed to develop climate-resilient livelihoods for communities around three of Malawi’s iconic protected areas: Majete Wildlife Reserve, Nkhotakota Wildlife Reserve and Liwonde National Park through the following activities:
* Building the capacity of the parks’ community extension teams: The community extension team grew in size, and managers held an exchange visit with Akaggerra National Park in Rwanda to learn from their success. The park teams used broadcast media to raise community awareness of management issues, especially during the COVID-19 pandemic;
* Building the capacity of local communities: Village Natural Resource Committees received training to strengthen their capacity, including in institutional governance. Different activities such as tree planting competitions were held to raise community awareness of conservation;
* Developing climate resilience: community members participated t in alternative livelihood activities including beekeeping, moringa farming, arts and crafts, jewellery making and campsite management in Majete; beekeeping, goat farming, community guide work and irrigated farming in Liwonde; and beekeeping, moringa, mushroom and goat farming in Nkhotakota. Hundreds more benefitted from a natural resource use programme in Majete and Nkhotakota;
* The natural resource use programme allows communities to enter the park and periodically harvest some natural resources such as bamboo, palm fronds, fruit-masuku, mushroom, wild vegetables and herbs. Communities were allowed to harvest grass thatch bundles, bamboo, reed and medicinal herbs;
* Improving education levels: the project built schools on the border of the parks: two school blocks in Majete, two in Liwonde and four teacher houses and a school block in Nkhotakota. The project also offered educational scholarships to pupils to help with their expenses.

## Sustainability

The ETE reviewed the sustainability of the project upon end term. Sustainability is generally considered to be the likelihood of continued benefits after the project ends. The assessment of sustainability at the end-term considers the risks that are likely to affect the continuation of interventions. The risks were categorized into four: financial risks, socio-economic risks, institutional framework and governance risks and environmental risks.

### To what extent are the project’s positive results likely to be sustained after the completion of the project

NCRP established structures that can benefit from multilateral and bilateral funds including leveraging domestic resources towards more sustainable funding mechanisms for climate change action. This intervention focused on creating a legal framework for polluter pays principles, collection of green taxes and levies, and payment for ecosystem services. A recent study revealed that Malawi can mobilize domestic funding of up to US$6 million per year (GoM, 2018) which would greatly reduce the funding gap being experienced by the country.

NCRP worked with government to increase climate change funding, including mobilization of domestic funding and managed to launch a National Climate Change Fund (NCCF). The project engaged Treasury and Ministry responsible for Justice and Constitutional Affairs to institutionalize and operationalize the collection of green taxes and levies for capitalization and replenishment of the national climate change fund. Some of the proposed levies include carbon levy on motor vehicles, levy on extractives, as well as negotiating for a percentage of the storage levy.

The innovations by ECOGEN and QUBIX on waste management and waste plastic paper recycling, respectively, were positive results that were most likely to be sustained.

ECOGEN through NCRP financial support increased its waste management capacity through biogas technology. ECOGEN started small but sold over 400 systems. They had a program of installing about 10000 systems in the next 3 years which was already in progress and they were able to install 4 systems in a day targeting mainly smallholder farmers. The system acted as a waste bin such that when farmers clean their kholas, they put the wastes in the system which converted it to gas and fertilizer. Biogas system converted organic waste into clean energy and fertilizer and as such responded well to farmers’ needs which made it sustainable.

In dry season, large quantities of compost and/or manure fertilizer was produced and farmers could neither use nor sale it since this is off season in rainfed agricultural systems. ECOGEN, therefore, intends to buy this fertilizer from the farmers and refine and package it and sale it in established market outlets. This strategy will make the farmers generate additional income while reducing the carbon footprint from inorganic fertilizers. To boost uptake of the organic fertilizer on the market, ECOGEN plans to make the price of the fertilizer affordable to many people who cannot afford the current price of inorganic fertilizer, thereby making the innovation sustainable.

Through waste plastic paper recycling, QUBIX offered a range of products, including personal protective equipment (PPE) for rural health workers, educational radio kits for teaching public school children about STEM education and sustainability, and rapid prototyping services for local hardware start-ups and SMEs. They also made parts for drones, which they supplied to the Drone Academy at MUST. They also produced award trophies from waste plastic paper. Their services also included training and mentorship programs for young people in Malawi to help develop their skills in entrepreneurship and digital manufacturing. QUBIX was also developing a machine that would be used to melt plastics and convert them to a strip, easy to be used for manufacturing. Digital manufacturing of various products from recycled waste plastic paper offers solutions to plastic wastes which litter cities and as such make the innovation sustainable.

### What strategies did the project have to ensure the continuation and sustainability of the project outcomes after completion of the project

The project focused on long term sustainability, thus, had progressively built financial and technical capacity for participatory planning, implementation, monitoring and evaluation at all the three levels namely: the grassroots, district level government sectors and the non-state actors.

***3.6.3 What are the key factors, if any, that required attention to improve prospects of sustainability of project outcome***

Financial sustainability is key to improve prospects of sustainability of project outcome. In addition, capacity building had been conducted on participatory planning, implementation, monitoring at all the three levels, namely: the grassroots, district level government sectors and the non-state actors.

***3.6.4 What are recommendations for similar interventions in future to ensure sustainability***

UNDP should continue to build financial and technical capacity for project implementation and effective monitoring systems and provide support at the national level, and to a lesser extent, the district to further improve the management of climate resilience interventions.

***3.6.5 Was there an exit strategy for any of the elements of the programme***

Though not clearly identified as exit strategies, aquaculture, irrigation, banana and fruit trees planting could save as exit strategy. The project strengthened the three layers for sustainable local capacity development using decentralized district and local structures, participatory planning, implementation, monitoring and evaluation, training and capacity building at all the three levels, revolving fund schemes and the use of the lead farmer approach.

## Impact

The impact assesses effects of project interventions or outputs in the medium to long-term on people or other natural phenomena.

***3.7.1 What are the effects of the project on beneficiaries and communities***

The project gave a sense of responsibility and hope to the beneficiaries and communities. The household solar power system was highly appreciated among the beneficiaries and was being touted as the best incentive to the community. The investments made in terms of irrigation scheme, bananas, fishpond, beekeeping and fruit trees were expected to impact positively on beneficiaries and communities in as far as food security is concerned, once production starts. The Bua River Ecosystem Restoration and Management Plan was expected to guide development projects in the area so that the project interventions support both ecosystem and community resilience.

***3.7.2 What are the unintended positive or negative outcomes, if any, as the result of the project***

There were no unintended positive or negative outcomes. Most of the positives from the project were as a result of the spin-offs from the planned outputs/activities.

## Theory of Change (TOC) Analysis

The NCRP aimed to address a number of challenges and constraints in Malawi’s response to climate change, including i) the limited capacity of civil society, private sector, and government stakeholders to act collectively and in an integrated manner, compounded by inadequate governance arrangements to foster functional interdependencies between stakeholders and agents of change; and ii) uncoordinated approaches for building ecosystems and community resilience compounded by limited access to climate finance, contributing to low policy implementation. In addition, most climate change projects in Malawi are generally small and fragmented, implemented at the pilot level, which has resulted in partial implementation of policies, with only partial use of coordinated approaches. All these factors curtail the achievement of national climate resilience. As a result of these constraints, the main outcomes of the NCRP highlighted above have been achieved to varying extents.

The first 10-year Malawi Implementation Plan (2021-2030) (MIP-1) of the Malawi 2063 vision forms the foundation of the current United Nations Sustainable Development Cooperation Framework (UNSDCF). MIP-1 is delivered through seven enablers: (1) mindset change; (2) effective governance systems and institutions; (3) enhanced public sector performance; (4) private sector dynamism; (5) human capital development; (6) economic infrastructure; and (7) environmental sustainability. The UNSDCF supports Malawi 2063 objectives and national Sustainable Development Goal (SDG) priorities by pursuing four outcome areas: inclusive and sustainable growth, governance; human capital development; resilience to shocks; and access to affordable and clean energy. The proposed UNDP country programme document (CDP) directly contributes to all MIP-1 enablers and UNSDCF outcome areas.

**Expected Benefits (Outcome, Outputs)**

Initial indications, based on this ETE of the NCRP and from the recent preparatory workshop for COP, point to a number of important areas that may be considered in the upcoming proposed project document. These include the following:

* **Operationalization of the platforms:** these have been developed through increased support to the GoM, and could include support to the government to mainstream climate change strategies in planning, financing, and implementation of interventions/activities related to NDCs;
* **Carbon financing**: While the NCRP supported the development of a framework on carbon financing, there is a need to further build capacity for the development of other projects for climate financing streams;
* **Increased response to climate change through upscaling of climate** **resilience:** This focuses specifically on adaptation and mitigation, for example by promoting watershed/catchment area level of forest/vegetation restoration as opposed to h/h level interventions.
  + This response includes improved livelihood outcomes projects/activities that include non-carbon benefit outputs/outcomes - typified by, e.g. Voluntary standard mechanisms that promote sustainable livelihood approaches. These could be similar to those undertaken by Total Land Care (TLC) in Malawi, and the COMACO Landscape Management Project in Zambia, which was a community-led pilot carbon project designedby the World Bank.
* **Development and/or empowerment of innovative incubators** from NCRP, expanding beyond e.g., Ecogen, and Quibx, among others.
  + Innovations to explore may include e-mobility and upscaling of waste management

The new Theory of Change (ToC) main entry points as highlighted above will be: i) enhanced governance to address delivery of climate-related policies; ii) sustainable financing; and iii) scaled-up adaptation and mitigation interventions *visa a vis* NDCs. Accordingly, the tentative or potential Work Packages could be as follows:

* WP1 Climate Financing e.g. Operationalization of the GHG
* WP2 Scaling up Resilient Ecosystem
* WP3 Incubation of or Promotion of innovative low-carbon development
* Integrated Waste Management
* WP4 Monitoring, promotion of Nature Based Solutions, Income generating approaches, mainstreaming gender and vulnerable people.

## 3.9 Conclusions

The main objective of the evaluation was to assess progress toward the project outcome and outputs. We consider each output as follows:

Outcome: By 2023, households have increased food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods

* While the interventions were well designed to achieve the project outcome, increased food and nutrition security at the household level, equitable access to healthy ecosystems and resilient livelihoods will require more time to achieve. This is because most of the interventions have to be allowed a gestation period to be well established. For example, the effects of tree planting, natural regeneration, and other soil and water conservation measures were barely visible given that these normally take ages to manifest, which calls for a longer project period as opposed to the traditional five years.

For the specific outputs, the project produced commendable outputs /deliverables within less than five years that if sustained after the project term would mean great outcome and significant impact on the beneficiaries in terms of food and nutritional security and increased ecosystem and community resilience.

Output 1: Strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels

* The governance structure was established both at national and district levels. These were provided with the capacity to manage climate change and restore the Bua ecosystem but the impact is not significant at the moment. For example, the major obstacle to the delivery of the intervention was delayed funding from UNDP caused by system bureaucracies that the payment process went through but also due to delays in convening SCCC meetings to endorse annual work plans.
* Procurement and contract management issues also suffered from inefficiencies, particularly for activities that are calendar-based. Delayed procurements for other general project activities, however, did not have an immediate impact on the project but generally affected subsequent project interventions.

Output 2: Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors

* A lot was achieved in terms of scaling up action, financing and partnerships for CC adaptation. Fuel levy funds were transferred to EAD for climate change financing and interventions were being implemented by a multidisciplinary team within project districts focusing on adaptation mitigation and disaster risk management. The project supported the establishment of the expert working group on mitigation, the committee on natural resource management, the development of the scorecard for the NDC, and the MRV system.

Output 3: Strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance

* The project strengthened management through the support of partnerships at the national and district levels concerning climate change resilience. Major results include the development of an online database for tracking climate finance and symposia conducted on CC policy dialogue & innovations. Key achievement on this output has been support given to research and innovations implemented by ECOGEN, QUBIX, MUBAS and MUST including electric motor bike.

In general, the interventions were moderately likely (ML) to be sustained beyond the project schedule. This is likely to be the case because most of the positive results were registered in activities that are income generators but also with multiple benefits for livelihood support.

*Design and Relevance is rated Satisfactory (S).* This is the case considering that the interventions to a great extent were aligned to ProDoc and national policies such as Malawi 2063, Malawi Growth and Development Strategy (MGDS) III, Climate change management policy, Forestry policy, Fisheries policy and Disaster Risk Management policy including UNDAF. The NCRP responded well to National Forest Landscape Restoration Strategy and National Agriculture Investment Plan. At international level, NCRP is relevant to SDGs while its priorities for action were also guided by relevant international frameworks e.g. The Paris Agreement and Sendai Framework for integrating risk-informed development into Malawi’s adaptation planning processes.

*The rating for effectiveness is Satisfactory (S).* This is because NCRP strengthened capacity for improved result-oriented governance and management of climate change at national and district levels; addressed multiple threats simultaneously through joint planning and coordination at ecosystems level; and NCRP supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF. ENRM policies were enhanced in a coordinated manner through ecosystem based approach that was used during implementation.

*The rating for efficiency is Satisfactory (S).* The project put in place and implemented practical measures to ensure that project funds are used prudently to deliver project outputs. The oversight role by SCCC ensured that annual work plans are approved at the right time for timely project implementation to attain efficiency.

*Implementation is rated Satisfactory (S).* NCRP at national level supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF. The EAD mandate was instrumental in sustaining established partnerships within the ENRM. These partnerships were critical for project management as they were all responsive to significant climate change events happening alongside the project. This was evidenced by the establishment of the national steering committee (NSCCC), oversight structure (DCERCC) for project coordination, quality assurance, monitoring of the UNDP's Results-Based Management (RBM) approach, among others.

*The overall rating for Coherence is Highly Satisfactory (HS).* The project was coherent with several policies, strategies and plans in agriculture, environment, fisheries, natural resources and climate change management given its overall focus on ecosystem and community resilience, climate change adaptation and mitigation through nature-based solutions. Coherent within the NCRP project areas was also evident through the established collaborations with other projects such as Climate Smart Enhanced Public Works Programme (EPWP); Ripple Africa - Changu Moto Project; Restoring Fisheries for Sustainable Livelihoods in Lake Malawi (REFRESH); and African Parks - Building Climate Resilience in Communities Surrounding Protected Areas operating within NCRP project areas.

*The overall rating for sustainability is moderately likely (ML).* NCRP established structures that can benefit from multilateral and bilateral funding including leveraging domestic resources towards more sustainable funding mechanisms for climate change action. The project worked with government to increase climate change funding, including mobilization of domestic funding and managed to launch a National Climate Change Fund (NCCF) which is central to sustainability.

*The overall rating for Impact is moderately satisfying (MS).* This is the case because the main project impact is the improved coordination through the ecosystem based approach (EBA) and strengthened capacity for improved result-oriented governance and management of climate change. Although the NCRP outcomes are limited, through improved coordination and strengthened capacity, the NRCP managed to contribute to ecological and social resilience in the targeted ecosystems.

In general, the design, relevance, effectiveness, efficiency and implementation of the NCRP project was satisfactory. In addition, the project was highly satisfactory with respect to coherence to other existing projects focusing on national development priorities. However, the impact was moderately satisfactory and sustainability was moderately likely. Future projects are expected to benefit from this evaluation by building on the many positive achievements and improving on the few limitations of this project. The NCRP has to some extent successfully implemented EBA and developed tools and and/ or mechanisms which can be adopted or implemented in future projects.

***Lessons Learnt***

The following lessons have been learned from the implementation of the NCRP project that may be applied in future planning of other interventions:

* Stakeholder coordination is a key part of the effective implementation of climate change policies, programmes, and projects as it allows for the programme to learn from a wide range of experiences by other institutions to improve on planning, implementation, and monitoring and evaluation.
* The oversight provided by the multi-sectoral forums overseeing climate change management ensures that there is consideration of emerging issues that are related to climate change. This, for example, enhanced ownership of activities as evidenced in the NDC implementation.
* Adaptive management is very crucial when implementing a programme during uncertain times like the Covid-19 global pandemic, disaster and risk management to streamline activities and efficient use of resources.
* Involving beneficiary districts in the early stages of programme development and implementation enhances project ownership. The programme also realized that targeted advocacy and stakeholder engagement is crucial in unlocking possible sources of domestic revenue.
* Capacity building of stakeholders on programme concepts and approaches in the initial stages of the programme leads to the creation of a pool of technical resources within the programme area. The programme conducted trainings for district environment subcommittees (DESC) within the targeted councils on ecosystem-based management in the initial stages of the programme and the trained DESC members took a leading role in conducting the ecosystem baseline analysis within the ecosystem.
* Domestic resource mobilization through the introduction of green levies takes time and requires a lot of advocacy and engagement with the Ministry of Finance.
* Learning from previous and existing initiatives in resilience building has assisted in improving project outcomes. Building on previous experiences, through the BRERMP, the project was able to motivate communities with conservation activities, which also double as Income income-generating activities such as fish farming, and beekeeping, to overcome the poor participation resulting from the lack of immediate financial gains. The project also used the products from other partners e.g. rocket stoves from C-Quest Capital’s initiatives to address the exploitation of forests and trees for domestic energy requirements.

# Recommendations

The recommendations for addressing obstacles and informing future projects in the successor project relate to improving the design and implementation of similar initiatives in the future.

***Output 1:* Strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels;**

* Strengthen further the governance structures and partnerships: UNDP and EAD should broaden and strengthen the partnerships with other stakeholders including donors, CSO, NGOs, and various Government Departments (Forestry, Fisheries, Land Resource and Conservation, Energy, Gender) at the national level. This will improve synergies in national climate resilience;
* Successor project should continue to facilitate strong coordination of climate change related policies for successful implementation of climate change adaptation and mitigation programmes through involvement and collaboration of many actors within and across public, private and civil society;
* There was no special attention on human gender and disability issues in the project strategy and implementation. In future designs, this should be clearly articulated and implemented.

***Output 2:* Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors;**

* There is need for increased mobilization of domestic and global climate financing for enhanced resilience and natural resource management. In the successor project, UNDP should build capacity in the ENRM and CC sector to access other avenues of financing adaptation and mitigation such as CDM, GCF and GEF;
* Despite success to mobilize CF from fuel levy fund for CC management, there is a need to identity increased sources of funding from other local sources to fund CC in the country including mobilization of domestic and sourcing funding from global climate financing for enhanced resilience and natural resource management. There is need to raise awareness on the NDC Score card and MRV system developed.

***Output 3*: Strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance;**

* There is need for expanded knowledge and information on climate change and ENRM for M&E;
* The database developed for tracking Climate Financing should be promoted for wider uptake at both the national and district levels; and should be linked to the EP&D database;
* In the successor project the UNDP should facilitate the development of regulatory frameworks for carbon market initiatives being promoted in the country;
* Influence policy to upscale research and innovations vis a vis waste management

Following the implementation of the NCRP project, it is recommended that government should actively facilitate implementation of the different successful interventions in a well-coordinated approach to achieve ecosystem and community resilience in the country as outlined under output 1 to 3.

# Annexes

Annex 1. ETE Matrix

| **Evaluative Questions** | **Indicators** | **Evaluative Outcome** | |
| --- | --- | --- | --- |
| **1 Design and relevance** |  |  | |
| 1. To what extent was the project aligned with national development priorities and the SDGs; | * Extent of alignment of ProDoc and interventions with national policy, strategies and plans particularly: * Vision 2063 * MGDS III * UNDAF * National Climate Change Management Policy * National Landscape Restoration Strategy * National Water Resources Policy * National Agriculture Policy * National Agriculture Investment Plan | The intervention was aligned with Malawi 2063 and its First 10-Year Implementation Plan (MIP1) given its overall focus on promoting environmental sustainability, ecosystem and climate resilience in accordance with enabler 7 that advocates environmental sustainability.  At national level, the programme contributed to priority one of the MGDS III namely ‘Agriculture, Water Development and Climate Change Management’; national resilience strategy; national climate change investment plan; national forest landscape restoration strategy and national agriculture investment plan. NCRP was responding to the following policy implementation plans: climate change management policy, forestry policy, fisheries policy, disaster risk management policy. The MGDS III relates to the United Nations Development Assistance Framework (UNDAF) pillar 3 on Inclusive and Resilient Growth through outcome 7 (Households have increased food and nutrition security, equitable access to Water Sanitation and Hygiene (WASH) and healthy ecosystems and resilient livelihoods) and Outcome 8 (Malawi has more productive, sustainable and diversified agriculture, value chains and market access) (United Nations Country Team, 2019).  At international level, NCRP was relevant to SDG 1 “end poverty in all its forms everywhere”, SDG 2 “zero hunger”, SDG 3 “good health and wellbeing”, SDG 5 “gender equality”, SDG 12 “ensure sustainable consumption and production patterns”, Goal 13 “take urgent action to combat climate change and its impacts”, SDG 14: “life below water”, SDG 15 “life on land” and SDG 17 “partnerships to achieve the goal”. In addition, NCRP will set priorities for action guided by other relevant international frameworks such as the Paris Agreement and Sendai Framework for integrating risk-informed development into Malawi’s adaptation planning processes. | |
| 1. Whether the outcome and outputs of the projects were stated explicitly and precisely in verifiable terms with SMART indicators disaggregated by sex, age and location; | * Outcome of the NCRP * Outputs of the NCRP * Sex, age and location of the project beneficiaries | The NCRP outcome and outputs were explicitly stated and precisely in verifiable terms with SMART indicators. However, disaggregated data on sex and age was not been consistently reported. Using ecosystem based approach the project location was the 6 Bua Districts. | |
| 1. Whether the relationship between outcome, outputs, activities, and inputs of the projects were logically articulated. | * Soundness of step-wise linkages from inputs, activities to produce outputs and ultimately, outcomes | The step-wise linkages were sound and feasible to produce the outputs and ultimately the outcomes. | |
| 1. Whether the project intervention and activity design adequately responded to the gender needs and gaps identified through the gender and rights-based approach problem analysis | * Gender sensitivity of interventions and activity design * Project approach | NCRP responded to climate change management policy, Forestry policy, Fisheries policy and Disaster Risk Management policy. It mainstreamed cross-cutting areas of the project in the project outputs. These included gender balance, youth development; empowerment of persons with disability; environmental management; disaster risk reduction and resilience building; peace, security and good governance. Gender transformative approach (GTA) was integrated in project activities where both men and women were brought together during the design and testing of technologies and practices. The approach supported both men and women to reflect upon and address norms that prohibit women from engaging in some natural resources-based businesses so that upon reflection, women are able transform and be able to access distant markets and control their earnings.  While the project intervention and activity design adequately responded to the gender needs and gaps identified through the gender and rights-based approach problem analysis, the approach was not gender sensitive because the project generally targeted village community during implementation. | |
| 1. Whether the projects are relevant to the development priorities of the country; | * Extent of alignment of ProDoc and interventions with national policy, strategies and plans particularly: * Vision 2063 * MGDS III * UNDAF * National Climate Change Management Policy * National Landscape Restoration Strategy * National Water Resources Policy * National Agriculture Policy * National Agriculture Investment Plan | The projects weree relevant to the development priorities of the country and aligned to Vision 2063, MW2063 First 10-year Implementation Plan  (MIP-1) and other national strategies and policies. | |
| 1. Whether the target beneficiaries of the projects are identified. | * Number of beneficiaries segregated by age, sex and location. | The target beneficiaries weree identified as communities living within the Bua catchment area. | |
| 1. Did the design of the projects take scaling up into consideration? | * Approach to piloting, up-scaling and out-scaling * Extent of adaptive learning (including lessons generation and dissemination) | The design of the projects took scaling into consideration. The NCRP was designed in such a way that it lays down a framework for future projects but also developed Bua River Ecosystem Restoration and management plan to guide future projects. | |
| **2. Effectiveness** |  |  |  |
| 1. To what extent were the project outcome and outputs achieved? | * Extent of delivery of the desired results in relation to output and outcome targets | Most outputs were satisfactorily achieved but the project outcomes are yet to be appreciated. Food and nutritional security may take some more years to be achieved because most of the investments made through the project have not yet started bearing fruits.  NCRP strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels by facilitating policy coordination and implementation at the two levels and achieved some impact in adaptation and mitigation which reduced vulnerability beyond current levels. NRCP addressed multiple threats simultaneously through the coordination by joint planning at ecosystems level. For example, the development of Bua River Ecosystem Restoration and Management Plan is expected to contribute to ecological and social resilience in the Bua Districts.  The project scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors; and strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance. NCRP supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF.  The project strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance. NCRP developed an integrated climate resilient monitoring system which track results in adaptation and finance. Capacity building was done to EPD to lead the process and transparently monitor allocation of resources against results and impacts achieved. | |
| 1. What factors have contributed to achieving or not achieving intended project outputs and outcomes? | * Factors contributing to achieving or not achieving intended project outputs and outcomes | There are factors that contributed to achieving project outputs. Involvement of District Councils and community members at village level provided the much needed impetus during implementation as these two entities endeavoured to deliver on their part to ensure that ecosystem and community resilience is achieved. Various partnerships that were established within and across sectors raised the momentum of the project to achieve outputs. Choice of relevant interventions ensured that the needs of the beneficiaries was being met while managing climate change issues through adaptation and mitigation measures that came with the project interventions. These interventions were properly aligned to ENRM policies and implementation was enhanced through partnerships and ecosystem based approach that was used. Financial resources provided by UNDP was the driving force to achieving the intended outputs.  However, there were factors that contributed to not achieving intended project outputs and outcome. The actual project implementation started later after 2019 and this means that implementation being done for less than 5 years on some interventions. Besides this delay there has been delayed procurement and disbursement of funds to support project implementation which affected project delivery. The District teams did not have reliable means of mobility to supervise project activities and mostly relied on pooled vehicles at the District Council. This was worsened by the fact that the project funding did not even cover vehicle maintenance which means that they couldn’t even maintain a vehicle that was being used for the project activities. | |
| 1. Have there been any positive and negative unplanned effects/results? | * Extent of delivery of positive unplanned effects / results * Extent of delivery of negative unplanned effects/ results | There were positive unplanned effects/ results from the project. Community members in Namkumba, Dowa seeing the benefits that will be realised from the project decided on their own to construct a road connected to the existing road network so that they can easily transport bananas from the where they are grown (around Lisasadzi) stream to the road side or market. This community opened a bank account where they were saving all the proceeds from the interventions and money in excess of MwK200,000.00 has been saved honey sales. In Ntchisi, the communities on their own initiated an irrigation scheme where maize is being grown. The same irrigation system that they were using to irrigate the maize was also being used to irrigate the bananas that were provided under the project. Within the project area, community members were motivated by the project to start Village Savings and Loans which will complement their livelihood and resilience. Another positive result was that the NCRP had spin-off projects one of which was the Japanese Supplementary Budget (JSB) I and II which was not planned and this too supported all the project districts. The JSB managed to provide household solar system to the project beneficiaries and these has been regarded as the best incentive ever.  However, one known unplanned negative result was the failure of the Sesenga irrigation scheme to be operational due to low yielding wells which cannot adequately supply water to the tanks for irrigating the designed 10 hectares. There were also isolated cases of misunderstanding on how the household solar system units were distributed to community members which has led to some disgruntled community members withdrawing their participation from the project. | |
| 1. Were the project strategies effective in responding to the needs of the beneficiaries, especially the vulnerable population, women and youth? | * Extent to which project strategy responded to the needs of the vulnerable population, women and youth * Extent to which the project has responded to identified and emerging risks | The project strategy did not cover specifically the needs of the vulnerable population, women and youth.  The project was yet to address issues to do with low water yielding at Sesenga Irrigation Scheme but also mobility challenges affecting project implementation. | |
| 1. To what extent were human rights, gender and disability issues mainstreamed in the project strategies and implementation? | * Extent to which human rights, gender and disability issues were mainstreamed in the project strategies and implementation | No special attention was made to human rights, gender and disability in the project strategy and implementation. However, these issues were safeguarded at community level during implementation and there was no discrimination when it came to project participation. | |
| **3.Efficiency** |  |  |  |
| 1. Whether the project’s resources (financial, physical and manpower) were adequate in terms of both quantity and quality; | * Extent of delivery of the desired results * Quality of goods and services | Financial resources budgeted for the project were not adequate and this was made worse by erratic funds disbursement which affected project delivery as many project activities were not implemented as planned. It was noted that tree seedlings in some instances were delivered in February which is not in sync with best silvicultural practices. Generally, project resources in terms of physical and manpower have been good except the exclusion of Gender officer in the project teams of most districts. | |
| 1. Whether the projects are cost-effective compared to similar interventions; | * Extent of delivery of the desired results * Size and quality of goods and services * Amount of funds spent on goods and services | The project was cost effective because interventions that yielded positive results under similar projects were implemented. Partnerships and collaborations on similar interventions helped to leverage technical and financial resources. For example, partnerships were at national, district and community levels. NCRP partnered with policy and strategy champions, community livelihoods champions, capacity building and research champions and landscape restoration champions; and humanitarian champions. | |
| 1. Whether the technologies selected (any innovations adopted, if any) were suitable; | * Extent of delivery of the desired results * Extent of technological /innovations contribution to the results | All the technologies selected for community adoption were suitable. Chitetezo mbaula is an efficient cooking stove that save amount of fuelwood used for household cooking thereby saving the forests; Household Solar system relies on renewable energy and hence ecologically friendly. Its use in the project sites brought so many household benefits and was highly regarded as the best incentive for community participation.  Biogas technology supported women with clean cooking energy and economic empowerment; provided capacity building on sustainable agriculture, waste management and clean technologies to youth and women; converted agriculture waste that would have gone to landfills into organic fertilizer; and reducing GHG emissions generated from organic waste.  Waste recycling technology offered a range of products, including personal protective equipment (PPE) for rural health workers made from recycled plastic waste, educational radio kits for teaching public school children about STEM education and sustainability, and rapid prototyping services for local hardware start-ups and SMEs. Qubix is currently developing a machine that will be used to melt plastics and convert them to a strip, easy to be used for manufacturing. | |
| 1. The delivery of government counterpart inputs in terms of personnel and premises. | * Extent of delivery of the desired results * Extent of documentation and reporting of project results | Government counterparts contributed in kind to the project. The project staff and office premises at both national and local level was effective in project implementation including mobility for project staff. The project was yet to respond to the risk of having unreliable mode of mobility for project implementation and formalization of land use for project activities at community level. | |
| **4.Implementation:** |  |  |  |
| 1. What partnerships were built or strengthened to improve the performance of project implementation? | * Type of partnership built to enhance performance project implementation | The project built new partnerships at District level and strengthened existing ones at national level for effective targeting in adaptation, mitigation and climate finance. NCRP at national level supported government to attain stability in climate financing through Climate Change Fund and resource mobilization capacity building in proposal development for GCF and GEF. For example, it partnered with JSB for increased project funding.  For example, while other projects were building fixed rocket stoves, NCRP distributed mobile Chitetezo stoves which could be taken anywhere for cooking; African Parks through Nkhotakota Wildlife Reserve Association (NAWIRA) provided solar lamps to community members at a cost and building on the same, NCRP provided Household Solar system at no cost to project beneficiaries. | |
| 1. The responsiveness of the project management to significant changes in the environment in which the project functioned (both facilitating and impeding project implementation); | * Extent of responsiveness of the project management to significant changes in the operating environment | Project management was responsive to significant climate change events happening alongside the project. For example, SCCC appreciated comprehensive outreach to all development partners after being briefed of CoP 25 outcomes. | |
| 1. Determine whether lessons learnt from other relevant programmes /projects were incorporated into the project. | * Extent to which lessons drawn from other programmes /projects were incorporated | Lessons from other projects were visibly incorporated into the NCRP. For example, Household Solar system as incentives which motivated community participation; and irrigation sub-project to support attainment of food security. | |
| 1. To what extent did the project oversight structures support effective and efficient project implementation? | * Extent to which project oversight structures were effective and efficient in project implementation | National Steering Committee on Climate Change (NSCCC), National Technical Committee on Climate Change (NTCCC), as well as the Development Cooperation Group on Environment, Resilience and Climate Change (DCERCC) weree the project oversight structures that provided policy guidance to project implementation. These committees were well established and functional, serving all climate change projects in the country.  NCRP elevated the functions of these committees to include accountability oversight, where all climate change-related programmes and projects report. The project facilitated linkages between central level committees, districts, as well as local committees in climate change policy implementation and action. Through the committees’ oversight functions, climate change interventions are monitored and appraised.  The National Steering Committee on Climate Change served as the Project Steering Committee (Project Board, responsible for providing overall coordination, guidance and oversight in-line with UNDP's Results-Based Management (RBM) approach. As such all the work plans were endorsed by SCCC before implementation as an authorization to the Project Coordinator to disburse funds for project implementation. Quality assurance was provided by UNDP in collaboration with the National Technical Committee on Climate Change and the National Steering Committee on Climate Change.  Project oversight structures supported effective and efficient project implementation through various ways, some of which are:   * The SCCC underscored the benefits of engaging District Council in AWP preparations and the need to scale up communications for behavior change linked to climate adaptation and resilience; * The SCCC took note of the late disbursement of funds as one of the key challenges affecting implementation of the project and attributed the challenge to late organization of SCCC meetings to approve the AWPs; * The SCCC reviewed annual project reports from districts and made recommendations accordingly; * At the peak of Covid 19 pandemic, SCCC proposed that a strategy be developed for Covid 19 management to ensure that the pandemic does not affect implementation of projects; * The SCCC took note of the Carbon levy fund (MK 500 Million) received from Ministry of Finance and with the Secretariat agreed on how stakeholders can access the funds once the fund guidelines were approved; * The SCCC was party to the development of a call for proposals to facilitate utilization of the financial resources led by the secretariat; * The SCCC took part in the process of developing guidelines for accessing resources from the GCF and GEF that EAD is facilitated and the SCCC is looking forward to the assessment of its impacts based on the number of projects developed and those accessing resources from the said sources of funding. | |
| 1. The role of UNDP CO and its impact (positive and negative) on project delivery. | * Extent of UNDP CO influence on project delivery | UNDP supported the project financially and ensured prudent use of project resources through monitoring, quality control and checking accuracy of financial reports and reviewing requests for advances from EAD; checked compliance in terms of technical and financial requirements for the project; Facilitating the development of annual work plans (AWPs); and making disbursements to the implementing partner. UNDP also supported Government in mobilizing more resources for the project (eg.JSB) and organized project audits as required.  UNDP CO provided funding ($2,500,000 for 5 years) for the project. UNDP has positive impact on the project. UNDP supported national implementation and direct implementation where relevant, and engagement with a broad spectrum of national stakeholders. Provided dedicated project staff such as a project manager and a finance and administrative associate who support implementation of the project, with further technical support from UNDP and consultants. The UNDP CO provided quality assurance for the components implemented by the implementing partner, as well as operational support in terms of procurement and recruitments, as required.  However, the observed weakness of UNDP was delayed disbursements and failure to conduct internal progress review meetings. | |
| 1. To what extent were recommendations from the project steering committee and periodic reviews Implemented? | * Extent to which steering committee recommendations and periodic reviews were implemented | SCCC and periodic reviews made several recommendations which were implemented under the NCRP and these include:   * All projects to work closely with local government to make use of latest tools and methodologies that are being advocated through decentralization; * Recommended Secretariat to share ToRs for the Joint National Technical Committee on Climate Change and DRM to inform project operations and implementation; * Sustainability of project activities and enhancing investments to be given priority when implementing projects and programmes; * Government staff should be in the fore front of project implementation, monitoring and reporting; * SCCC recommended that the project as part of sustainability plan should build stakeholder capacity to come up with bankable project proposals that will compete at international level as one way of resource mobilization. * The establishment of Climate change Fund should also mobilize resources to upscale some of the activities under the project; * Observed that the period to implement the applied research innovation challenge for 2023 is not feasible considering little time remaining and therefore advised that the project has to reconsider implementation of the said initiative to ensure timely delivery and impact; * SCCC recommended the need to consider supporting a good number of delegates from the ENRM sector in the NDC to participate during scheduled CoP meetings; * The SCCC recommended use of linkages and synergies with other adaptation initiatives in the country and the need to take stock of what is happening in other sectors with regard to climate change management; * Recommended that future progress report presentations across all projects should include details on gender segregated data for all interventions; * Recommended that the constructed fish pond should match with the quantity of fish to be stocked as well as the number of beneficiaries. | |
| 1. **Coherence** |  |  |  |
| 1.Was the project consistent and complementary with other interventions especially in building an enabling environment for climate change and ecosystem resilience? | * Extent to which project was consistent and complementary with other interventions | The project was coherent with several policies, strategies and plans in agriculture, environment, fisheries, natural resources and climate change management given its overall focus on ecosystem and community resilience, climate change adaptation and mitigation through nature-based solutions. It is aligned with the National Climate Change Management Policy and the Nationally Determined Contributions (NDCs) given its overall focus on advancement of climate adaptation and resilience (GoM, 2021); aligned with the Decentralization Policy in terms of its focus on building capacities for result-oriented governance and management of climate change, at national and district levels (Output 1) (GoM, 1998). NCRP’s focus on ecosystem restoration (forest and landscape restoration) interventions as core elements of climate change adaptation and resilience building is aligned with the National Agriculture Policy (NAP), the National Agriculture Investment Plan (NAIP) , the National Forest Landscape Restoration Strategy and the National Resilience Strategy (2018 – 2030) . | |
| 2.Did the project interventions duplicate existing similar interventions in the targeted areas, and were there any collaborations with similar interventions? | * Extent to which similar project interventions were duplicated * Extent of collaborations with similar interventions | Within the NCRP project areas, there were projects which implemented similar interventions where collaborations have been established. Project interventions such as tree planting, beekeeping, energy efficient cooking stoves, soil and water conservation and Conservation Agriculture, were among those being duplicated. Some of these projects included Climate Smart Enhanced Public Works Programme (EPWP); Ripple Africa - Changu Changu Moto Project; Restoring Fisheries for Sustainable Livelihoods in Lake Malawi (REFRESH); and African Parks - Building Climate Resilience in Communities Surrounding Protected Areas. | |
| 1. **Sustainability:** |  |  |  |
| 1. To what extent are the project’s positive results likely to be sustained after the completion of the project? | * Extent of contribution by beneficiaries * Extent of ownership by beneficiaries | NCRP established structures that can benefit from multilateral and bilateral funds including leveraging domestic resources towards more sustainable funding mechanisms for climate change action. This intervention focused on creating a legal framework for polluter pays principles, collection of green taxes and levies, and payment for ecosystem services. A recent study revealed that Malawi can mobilize domestic funding of up to US$6 million per year (GoM, 2018) which would greatly reduce the funding gap being experienced by the country.  NCRP worked with government to increase climate change funding, including mobilization of domestic funding and managed to launch a National Climate Change Fund (NCCF). The project engaged Treasury and Ministry responsible for Justice and Constitutional Affairs to institutionalize and operationalize the collection of green taxes and levies for capitalization and replenishment of the national climate change fund. Some of the proposed levies include carbon levy on motor vehicles, levy on extractives, as well as negotiating for a percentage of the storage levy.  At local level, the project’s positive results were likely to be sustained after the project completion. This is the case because most of the positive results were registered in activities with multiple benefits which include livelihood support. | |
| 1. What strategies did the project have to ensure the continuation and sustainability of the project outcomes after completion of the project? | * Existence of mutually developed exit strategy (UNDP, EAD, and beneficiaries with SMART indicators, particularly, responsibilities, accountabilities and timeframes. | The project focused on long term sustainability by progressively building the capacities of local service providers while systematically disengaging its staff from technical functions. The project built sustainability at three levels namely: the grassroots, district level government sectors and the non-state actors. To ensure the continued flow of needed and valued services once funding ends, the project will strengthen the three layers for sustainable local capacity development using decentralized district and local structures, participatory planning, implementation, monitoring and evaluation, training and capacity building at all the three levels, revolving fund schemes and the use of the lead farmer approach. In addition, the development of Bua River Ecosystem Restoration and Management Plan would likely sustain best practices in the project area. | |
| 1. What are the key factors, if any, that required attention to improve prospects of sustainability of project outcome? | * Existence of practical alternatives/ options for strengthening application of sound fiduciary risk management protocol * Evidence of fiduciary risk management plan | Financial sustainability is key to improve prospects of sustainability of project outcome. The district teams proposed to establish and register cooperatives to ensure long term sustainability. | |
| 1. What are recommendations for similar interventions in future to ensure sustainability? | * Evidence of progressive socio-economic gains or benefits * Evidence of innovative approaches to maximizing and multiplying benefits | The district teams proposed to establish and register cooperatives to ensure long term sustainability including village savings and loans. Establishment of low cost establishment schemes, clean energy, large scale beekeeping, integrated aquaculture agriculture, livestock pass–on are the main interventions recommended for the future to ensure sustainability. | |
| 1. Was there an exit strategy for any of the elements of the programme? | * Existence of mutually developed exit strategy (UNDP, EAD, other RPs and beneficiaries with SMART indicators, particularly, responsibilities, accountabilities and timeframes. | Though not clearly identified as exit strategies, aquaculture, irrigation, banana and fruit trees planting could save as exit strategy. The project strengthened the three layers for sustainable local capacity development using decentralized district and local structures, participatory planning, implementation, monitoring and evaluation, training and capacity building at all the three levels, revolving fund schemes and the use of the lead farmer approach. | |
| 1. **Impact** |  |  |  |
| 1. What are the effects of the project on beneficiaries and communities? | * Evidence of project impacts | The project gave a sense of responsibility and hope to the beneficiaries and communities. The household solar power system was highly appreciated among the beneficiaries and was being touted as the best incentive. The investments made in terms of irrigation scheme, bananas. Fishpond, beekeeping and fruit trees were were all expected to impact positively on beneficiaries and communities in as far as food security is concerned, once production starts. | |
| 1. What are the unintended positive or negative outcomes, if any, as the result of the project? | * Evidence of positive or negative project outcomes | Positive unintended project outcomes included:   * Community’s own initiative to establish VSLs; * Community members bought a water pump with their own resources to start an irrigation scheme which besides irrigating planted bananas, will also grow other food crops; * The household solar power system was another unexpected outcome; * Mushrooms could grow in Monjerezi hill VFA (after intense forest management) and they have become a source of income during rainy season * One community opened a village account with Centenary Bank where they saved over 200 thousand Kwacha from honey sales; * The community constructed earth road and maintenance on their own to connect to the existing road network in the area.   Negative unintended project outcome:   * Conflicts in the community emanating from the way Solar systems were distributed; * Some of the disgruntled community members who did not benefit from the household solar power systems withdrew their participation from project activities. | |

Annex 2. List of documents used/Bibliography

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Annex 3. End of Term Results

| **Project Strategy** | **Indicator** | **Target** | **2019**  **Baseline**  **Level** | **2020**  **Achievements** | **2021 Achievements** | **2022 Achievements** | **2023**  **End Term Level & Assessment (Colour coded green, yellow or red)** | **Achievement Rating** | **Justification for Rating** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcome:** By 2023, households have increased food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods | Number of **households** whose food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods has increased as a result of the Project |  | Poor governance &  Uncoordinated  Approaches for  Building ecosystem  & community  Resilience | A slight increase  In number of households  With food & nutrition | Increased number  Of households  with food and  nutrition  security and  resilient  livelihoods |  | Enhanced  Community  Resilience to  Climate  Change impacts | MU | Food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods has NOT YET increased as a result of the Project and may take more time to achieve. Based on project site visits the project outcome has not been realized at this stage. |
| Number of **people** whose nutrition security, equitable access to healthy ecosystems and resilient livelihoods has increased as a result of the Project |  | Poor nutrition due to Environmental Degradation  Climate change  Affecting  Resilience of  Livelihoods  Disrupted  Ecosystems |  | Increased number  Of people with  Nutrition security | The number of people has greatly increased | Increased  Number of people  With high nutritive  Food e.g. fruits | MU | Food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods has NOT YET increased as a result of the Project and may take more time to achieve. Based on project site visits the project outcome has not been realized at this stage. |
| **Output 1:** Strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels | 1.1 Number of Proposals funded | 6 | Poor governance&  Management  Of climate  Change at all  Levels (captured from  Situational background  Of the report) |  | 1internal review proposal |  |  | S | Proposal development and funding is evidence of strengthened capacity for climate change management |
| 1.2 Proposal review tools pre-tested and used | 1 Review process | 1 internal review  Process targeting  GEF & GCF | 1 An operational manual was created | Tools developed & awaiting peer review for 2022 guidelines | To be done in 2023 as stated in the report |  | S | Proposal development and funding is evidence of strengthened capacity for climate change management |
| 1.3 Technical, Steering, DCERCC meetings conducted |  |  | 4technical  4DCERCC  3TROIKA  2 steering  Meetings | 1technical meeting conducted | 3technical  Committees on Climate Change ,  2 National Steering Committees on Climate change during the reporting year. The committee provided technical and policy guidance to climate change interventions respectively |  | S | Result oriented governance meetings have been held on climate change management. Evidence is provided by minutes from TCCC, SCCC |
| 1.4 Joint Sector Strategy Approved | 1 | 1strategy developed, 2proposals have been evaluated |  | 1national strategy,  vision 2063  replaced previous  Strategies & seeks to  Implement the “pillar  & enabler coordination  Groups” | To be done in 2023  Joint sector strategy not done |  | S | National strategy for resource mobilization produced |
| **Output 2**: Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors | 2.1 SOPs approved  Expert working group on Finance operational | 1 | 1CC fund brief developed | 1 brief  developed  A consultant  Is yet to be  Recruited | 1SOP(operational  Manual) for climate  Fund approved &  Commenced in  November 2019 | 1SOP to be done after finalization of guidelines for administering climate change funds to synchronize them |  | S | A lot has been achieved in terms of scaling up action, financing and partnerships for CC adaptation. Standard operating procedures (Operational manual) for climate funds now in place. Interventions are being implemented by a multidisciplinary team within project districts focusing on adaptation, mitigation and disaster risk management. |
| 2.2 Carbon levy funds transferred to Climate change fund account | USD 1Million | MK 600,000,  000 | MK3 billion  Was collected (progress towards outputs section) |  | MK500,000,000  Funded by govt |  | S | Fuel levy funds have now been transferred to EAD for climate change financing |
| 2.3 COP outcomes shared | 1 | 1 (COP 25)  5members of the delegation to the COP in Madrid Spain | 1 (COP 26) was planned for but will be conducted in 2021 | 1(COP26) | 1(COP27) 8Delegates were supported, 6 from the districts, 1from the ministry & 1chairperson of parliamentary committee |  | S | Representatives from legislature and District Councils have been funded to attend CoP (25 – 27) as recommended. |
| 2.4 CSO, Private sector and parliamentary committee engaged on NDC | 20 of each group | 5 of each group | All parties were engaged as indicated in the report in” progress towards outputs’ section | 6 delegates from the districts (6 DCs from 6 project districts)  Including one from  The ministry of  Forestry & also chairperson from  Parliamentary  Committee on  Natural resources | 6 delegates from the districts (6 DCs from 6 project districts)  Including one from  The ministry of  Forestry & also chairperson from  Parliamentary  Committee on  Natural resources |  | S | Evidence of engagement through CoP attendance and support given to innovation hubs including Universities. |
| 2.5 2021 score card produced | 1 |  |  | 1developed to  Monitor NDC  Implementation  On bi-annual  Basis | 1scorecard produced |  | S | Score produced and in use |
| 2.6 GHG analysis report approved | 1 | 1report approved | 1analysis study was approved |  |  |  | S | The GHG Analysis report was produced and approved |
| 2.7 NDC resource Mobilization strategy produced | 1 | 1 | 1strategy produced & the 6DC’s were engaged | 1strategy developed by a consultant  , to be launched in 2022 | 1resource mobilization to assist in the implementation of the updated NDC |  | S | NDC Resource mobilization strategy was produced to support funding NDC process |
| 2.8 Transport MRV system developed | 1 |  | 1MRV system developed |  |  |  | S | Monitoring, reporting and verification system for the Transport sector was developed |
| 2.9 Messages developed | 5 |  |  | A wide range of advocacy messages were developed |  |  | S | Done but in what form are the messages |
| **Output 3**: Strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance | 3.1 By 2020 system generated report produced | 1 |  |  | 1online database for tracking climate finance was developed | 1database produced to link the MIS to LAMIS in all 6 districts |  | S | Database for tracking climate change funding was developed and is running |
| 3.2 2018/2019 GHG sector reports produced  Trainings conducted  Tools developed | 1 | 1GHG report produced  Trainings on GHG-IS planned for next year | 1GHG report produced indicating the 5innovations that were accepted | 1GHG report with activities like 10 bamboo charcoal kilns from polytechnic, an electric motorbike, biogas systems installation | 1GHG report on reuse of plastics, zinyalala systems was produced |  | S | 1GHG report with activities like bamboo charcoal kilns from polytechnic; an electric motorbike; biogas system installations produced. |
| 3.3 Innovation symposium conducted  2021 innovation window launched | 1 |  | 1symposium on the innovations was conducted in all the districts | 1symposium on climate change & innovations | 1 symposium on CC policy dialogue & innovations |  | S | Symposium provided innovation window through which Qubix, Ecogen, MUBAS, MUST benefitted FROM innovation funding |
| 3.4 Operational structures developed  Board oriented on governance  Guidelines on clean up formulated | 1 |  |  |  |  |  | S | These activities were met through Malawi Environmental Protection Authority  MNRCC Involvement in the National Clean Up Day |
| 3.5 Climate change research hub functional | 1 |  |  |  |  |  | S | This involved creating institutional networks- A Website was develop for HEI |
| 3.6 Evaluations conducted | 2 |  |  |  |  |  | S | The MTR was apparently not justified because the project funding was below the threshold for MTE |

Annex 4. Interview Guide for data collection

(Master Guide – Specific questions shall be isolated for specific people)

Part A: Introduction and safeguards

|  |  |
| --- | --- |
| **Name of interviewee** |  |
| **Interviewee contact information** |  |
| **Interviewee institutional affiliation** |  |
| **Interviewee position** |  |
| **Review team interviewer(s)** |  |
| **Confidentiality/safeguards discussed?** |  |
| **Interview date** |  |
| **Interview location** |  |

1. My name is Prof. Chirwa. I am the Consultant that is working with UNDP on the end term review of the National Climate Resilience Project (NCRP) that is being implemented in Bua river districts – (Mchinji, Kasungu, Lilongwe, Nkhotakota, Ntchisi, Dowa).
2. You are welcome to this discussion on end-term review of the NCRP. The review has been commissioned by UNDP in collaboration with the Government of Malawi (Environmental Affairs Department). The main objective of the review is **to assess progress towards the project outcome and outputs and provide lessons learnt and recommendations for improving the design and implementation of similar initiatives in future**. You have been identified by the Project Team as a key stakeholder in this project, and that your thoughts and inputs would help shape the final stages of the project towards success.
3. This interview is confidential and your responses will be integrated with others to ensure anonymity, so please feel free to express your ideas and you are free to stop this interview at any point in time without justifying your action if you don’t feel like continuing with the conversation.
4. Do you confirm that we may proceed with this discussion?

Part B: Interviewee’s engagement and familiarity with the NCRP

Please tell us a bit about yourself, your position and how you have been engaged in the design, implementation and oversight of the NCRP? What specific role have you been playing?

Part C: Interviewee’s perception on the following aspects

Given your background and experience with this project, what is your perception of the project regarding the following aspects?

**D.1. Design and relevance**

1. Based on your knowledge, to what extent was the project aligned with national development priorities and the SDGs?
2. In your view, how important is this problem to Malawi? How is it important to the districts where it being implemented (Mchinji, Kasungu, Lilongwe, Nkhotakota, Ntchisi, Dowa)? Who has benefited from the interventions? How many males and how many females? How have they benefited?
3. Were the outcome and outputs of the projects were stated explicitly and precisely in verifiable terms with SMART indicators disaggregated by sex, age and location?
4. Were the relationship between outcome, outputs, activities, and inputs of the projects logically articulated?
5. Did the project interventions and activity design adequately respond to the gender needs and gaps identified through the gender and rights-based approach problem analysis?
6. Were the target beneficiaries of the projects identified?
7. Did the design of the projects take scaling up into consideration?

**D.2. Implementation**

1. What partnerships were built or strengthened to improve the performance of project implementation?
2. What was the response of the project management to significant changes in the environment in which the project functioned (both facilitating and impeding project implementation);
3. Determine whether lessons learnt from other relevant programmes/projects were incorporated into the project.
4. To what extent did the project oversight structures support effective and efficient project implementation?
5. What was the role of UNDP CO and its impact (positive and negative) on project delivery.
6. To what extent were recommendations from the project steering committee and periodic reviews Implemented?
7. What are the lessons learnt from this project?

**D.3. Efficiency:**

1. Were the project’s resources (financial, physical and manpower) were adequate in terms of both quantity and quality;
2. Whether the projects are cost-effective compared to similar interventions;
3. Were the technologies selected (any innovations adopted if any) were suitable; and
4. What was the delivery of government counterpart inputs in terms of personnel and premises?

**D.4. Effectiveness:**

What are the major achievements of the project vis-à-vis its objectives, outcome indicators and targets? For instance:

1. NCRP seeks to strengthen capacity for improved result-oriented governance and management of climate change, at national and district levels (Output 1). How effective has the project been at:
2. Developing and implementing Ecosystem Restoration Plans;
3. Promoting and enhancing use of accountability tools like Financial, Social and Environmental Audits;
4. Strengthening mandates of tile CC, Environment and NRM committees for effective oversight of programmes;
5. Promoting Joint Sector Planning;
6. Developing CC proposals screening tools for use by EWG/TCC/SC (based on the recently developed guidelines for accessing GCF and GEF funds).
7. NCRP seeks to Scale-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors (Output 2). How effective has the project been at:
8. Operationalizing the NCCF.
9. Developing a framework for collection of green levies and taxes,
10. Developing a fund-raising strategy to attract both local and international sources.
11. Processing the fund for accreditation with GCF and other multi-lateral institutions.
12. NCRP seeks to strengthen management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance (Output 3). How effective has the project been at:
13. Conducting innovation symposium
14. Conducting research on greening building materials and designs
15. Operationalizing the GHG inventory system developed by PERFORM
16. Developing a climate financing tracking system (on going)
17. Convening platforms on research and policy dialogues
18. How many households have increased food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods”? How many male-headed and how many female-headed?
19. How many people have increased food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods”? How many males and how many females?
20. To what extent were the project outcome and outputs achieved?
21. What factors have contributed to achieving or not achieving intended project outputs and outcomes?
22. Have there been any positive and negative unplanned effects/results?
23. Were the project strategies effective in responding to the needs of the beneficiaries, especially the vulnerable population, women and youth?
24. To what extent were human rights, gender and disability issues mainstreamed in the project strategies and implementation?

**D.5. Coherence**

1. Was the project consistent and complementary with other interventions especially in building an enabling environment for climate change and ecosystem resilience?
2. Did the project interventions duplicate existing similar interventions in the targeted areas, and were there any collaborations with similar interventions?

**D.6. Sustainability:**

1. To what extent are the project’s positive results likely to be sustained after the completion of the project?
2. What strategies did the project have to ensure the continuation and sustainability of the project outcomes after completion of the project?
3. What are the key factors, if any, that required attention to improve prospects of sustainability of project outcome?
4. What are recommendations for similar interventions in future to ensure sustainability?
5. Was there an exit strategy for any of the elements of the programme?

**D.7. Impact**

1. What are the effects of the project on beneficiaries and communities?
2. What are the unintended positive or negative outcomes, if any, as the result of the project?

Annex 5. End term evaluation criteria rating table and rating scales

|  |  |  |
| --- | --- | --- |
| **Measure** | **ETER Rating** | **Achievement Description** |
| **A. Project Strategy** |  |  |
| Project Design | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **Food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods has NOT YET increased as a result of the Project and may require more time to achieve. Based on project site visits this was not apparent at this stage** |
| Results Framework/Logframe | S | Level of outcomes achieved was as expected and/or there were no or minor shortcomings:  **Results from field implementation are satisfactory with the investments made so far.** |
| **B. Results** |  |  |
| **Outcome**: By 2023, households have increased food and nutrition security, equitable access to healthy ecosystems and resilient livelihoods | MS  . | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **While the interventions are well designed to achieve the project outcome, increased food and nutrition security at household level, equitable access to healthy ecosystems and resilient livelihoods may require more time to achieve possibly until the interventions are well established** |
| **Output 1**: Strengthened capacity for improved result-oriented governance and management of climate change, at national and district levels | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **The governance structure are established both at national and district levels. These have been provided with capacity to manage climate change and restore Bua ecosystem but the impact is not significant at the moment** |
|  |
|  |
| **Output 2**: Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors | S | Level of outcomes achieved was as expected and/or there were no or minor shortcomings:  **A lot has been achieved in terms of scaling up action, financing and partnerships for CC adaptation. Fuel levy funds have now been transferred to EAD for climate change financing and interventions are being implemented by a multidisciplinary team within project districts focusing on adaptation, mitigation and disaster risk management.** |
|  |
| **Output 3**: Strengthened management for effective, and inclusive partnerships; Research and PMEAL for effective targeting in adaptation, mitigation and climate finance | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **Key achievement on this output has been support given to research and innovations implemented by ECOGEN, QUBIX and others including database for tracking climate change financing** |
|  |
| **C. Project Implementation** |  |  |
| 1. Management Arrangements | S | Level of outcomes achieved was as expected and/or there were no or minor shortcomings:  **Project management was sound with clear lines of reporting between communities, district and national management Teams. Evidenced by reports, funding, meeting minutes etc.** |
| 1. Work planning | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **Work plans not complied with due to sporadic funding** |
| 1. Finance and co-finance | S | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **Project activities benefit from co-financing through multiple donors (JSB II, GEF )** |
| 1. Project-level monitoring and evaluation systems | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **Apart from project site visits made to the project sites and M&E tools in place, M&E reports not available neither was the mid-term review report of the NCRP** |
| 1. Stakeholder engagement | S | Level of outcomes achieved was as expected and/or there were no or minor shortcomings:  **To a great extent, relevant stakeholders to the project have been engaged in the project except Gender experts. This was more evident at district level** |
| 1. Reporting | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **District and national reports are not responsive to all project output indicators. The reporting format for the districts lack pattern.** |
| 1. Communications | MU | Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings:  **In the absence of project communication strategy, communications are not properly directed and guided. It is not clear whether NCRP used National Environment and Climate Change Communication Strategy.** |
| **D. Efficiency** |  |  |
| 1. Allocative efficiency | MU | Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings:  **Fund allocations have been inconsistent and affected project delivery and time lines** |
| 1. Resource use efficiency | S | Level of outcomes achieved was as expected and/or there were no or minor shortcomings:  **All resources disbursed were efficiently used with visible interventions on the ground both at district and national level e.g. innovation funding and community activities** |
| 1. Overall expenditure pattern | MU | Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings:  **Project funding did not conform to Annual Work Plans and badly affected expenditure pattern. To be confirmed** |
| 1. Timeliness of delivery | MU | Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings:  **No timeliness of delivery on most project interventions as implementation was mostly delayed due to delayed procurement of materials and delayed activity funding** |
| **F. Effectiveness** |  |  |
| 1. Extent of achievement of planned targets | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  **Project baseline and targets not very clear and extent of achievement difficult to measure.** **District and national reports are not responsive to all project output indicators.** |
| 1. Unintended effects (Positive or negative) | S | Level of outcomes achieved was as expected and/or there were no or minor shortcomings:  Positive: New project spin-offs i.e. JSB II; **The community did road maintenance on their own in Namkumba area in Dowa; Working spirit of the Namkumba community attracted fruit tree seedlings support from one progressive farmer from Madisi; Mushrooms can now grow in Monjerezi VFA in Dowa and they generate income from the sales; Establishment of VSLs in Ntchisi; Irrigation scheme in Ntchisi through community own initiative;**  Negative: Low water yielding Boreholes; |
| 1. Major factors affecting project delivery | MS | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings:  Irregular funding  Policy influence  Inadequate funding  Delayed procurement of project materials  Land ownership not formalized to secure community user rights  Mobility challenges  Poor access to water supply in some cases  Low water yield for irrigation Boreholes  Fisheries not initially considered for inclusion in the NCRP hence not benefitted much from the project  Weak coordination at national level - Other partners feel not fully involved in the project  Inadequate tools and equipment for implementing gully reclamation activities in Dowa  Project period should go beyond 5years for effective delivery and coverage  Community incentive through Household Solar system boost participation |
| **G. Sustainability** |  |  |
| 1. Financial risks to sustainability | ML | There are moderate risks to sustainability:  **Currently the project has no robust exit strategy and in the event of project withdrawal, sustainability may be in jeopardy** |
| 1. Socio-economic to sustainability | L | There is little or no risk to sustainability:  **Most interventions being implemented can be turned into cash spinners and as such are likely to be sustained** |
| 1. Institutional framework and governance risks to sustainability | L | There is little or no risk to sustainability:  **The project uses existing district and local institution and governance structures to ensure sustainability** |
| 1. Environmental risks to sustainability | ML | There are moderate risks to sustainability:  **Scale of implementation is confined to key hotspots and excluding other fragile environments which may derail sustainability** |

ANNEX 6: NCRP - Planned Versus Actual Expenditure at ETE

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **Budget Allocation** | **NCRP - PLANNED VERSUS ACTUAL EXPENDITURE AT ETE** | | | | | | | | | |
| **Planned Budget Versus Actual Expenditure by Year** | | | | | | | | | |
| Y1 (2019) | | Y2 (2020) | | Y3 (2021) | | Y4 (2022) | | Y5 (2023) | |
|  |  |  | Planned | Actual | Planned | Actual | Planned | Actual | Planned | Actual | Planned | Actual |
| **Output 1: Strengthened capacity for improved result-oriented governance and management of climate change, environment and natural resources at national and district levels** | 1.1 Launch a competitive adaptation window to implement Bua river ecosystem Restoration plan (Mchinji, Kasungu, Dowa, Lilongwe Ntchisi and Nkhota-kota) | No  Reports accessed | No  Reports accessed | No  Reports accessed | 71205 – Int. Cons  71300 - Local consultants  71600 - Travel  74200 Audi visual  75700 - Training Workshop & Conferences  72300 – Matl & Gds  72400- Communication | 35,000.00  10,000.00  8,000.00  5,000.00  10,000.00  10,000.00  10,000.00 | 72100 Contra Co  71600 - Travel  75700 - Training Workshop & Conferences  72300 – Matl & Gds | 450,000  40,000  50,000  20,000 | No  Reports accessed | No  Reports accessed | 71200-inter cons  71300-local cons  72100-Contactual services  71600-Travel  75700-training & workshops  72300-Materials & goods | 30000  40000  175000  5000  5000  6000 |
| 1.2 Support rolling out of internal government proposal review and evaluation tools to enhance transparency |  |  |  | 71600 -Travel  72100 - Contractual Services Companies  75700 - Training Workshop & Conferences  72300-Matl & gds | 3,000  3,000  5,000  4,000 | 71600 -Travel  75700 - Training Workshop & Conferences  72300-Matl & gds | 3,000  4,000  3,000 |  |  | 71600-travel  71200-internat consult  75700-training & workshops  72300-matl & gds | 5000  0  3000  2000 |
| 1.3 Strengthen mandates of the CC, Environment and NRM committees for effective oversight of programmes |  |  |  | 75700 - Training Workshop & Conferences  71600 -Travel  72100 - Contractual Services Companies  72300-Matl & gds | 6000  1,000    1,000  1,000  1,000 | 75700 - Training Workshop & Conferences  at  72300-Matl & gds | 15,000  **5,000** |  |  | 75700-training & workshops  72300-materials & gds | 7000  3000 |
| 1.4 Finalize and roll out Joint Sector Strategy |  |  |  | 71300 - Local consultants  71600 -Travel  74200 Audi visual  75700 - Training Workshop & Conferences  72300-Matl&Gds | 5,000  1,000  2000 | 75700 - Training Workshop & Conferences  72300 -Matl & Gds | 7,000  3,000 |  |  | 75700-training & workshops  72300-matl & gds | 3000  2000 |
| **Sub-Total for Output 1** |  |  |  |  | **121,000** |  | **600,000** |  |  |  | **286,000** |
| **Output 2: Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors** | 2.1 Support Operationalization of the Climate Change Fund |  |  |  | 71205 – int. consultants  71300 - Local conslt  72400 -comm  72300 – Matl & Gds  75700 - Training Workshop & Conferences | 35,000  15,000  8,000  10,000  10,000 | 72300 – Matl & Gds  75700 - Training Workshop & Conferences | 5,000  15,000 |  |  | 75700-trainings & workshops  71600-travel  72300-matls & gds | 10000  5000  5000 |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| 2.2 Support domestic resource mobilization for capitalising the Climate Change Fund |  |  |  | 72100 - Contr Services  74200 Audio Visual  75700 -TR,WKSP&Conf  71600 - travel  72300- Matl & Gds | 150,000  4,000  10,000  8,000  5,000 | 74200 Audio Visual  72100 - Contractual Services Companies  72300 – Matl & Gds | 10,000  15,000  5,000 |  |  | 75700-training & wksps  72100-contractual services co.  72300-matls & gds  71600-travel | 30000  5000  5000  20000 |
| 2.3 Support COP 26 |  |  |  | 74200 Audio Visual  72100 - Contractual Services Companies | 8,000  5,000 | 75700 - Training Wksp and conferences  72300-Matl & gds  72100- Contr Co | 10,000  5,000  3,000  17,000 |  |  | 75700-training & wksps  72100-contractual services co  72300-matls &gds | 3000  30000  2000 |
| 2.4 Support building of political will and societal ownership of NDCs at national and sub-national levels |  |  |  | 75700 - Training Wksp and conferences  72300-Matl & gds  72400- comm  74200 Audio Visual | 15,000  3,000  12,000    5,000 | 75700 – TR,WKSP,CF  71600 -Travel  72100 - Contractual Services Companies  72300-Matl & gds | 17,000  5,000  5,000  8,000 |  |  | 71300-contractual services Co.s  75700-trainings & wksps  72300-matls & gds | 5000  5000  5000 |
| 2.5 Formulate national annual NDC Score Card to document successes, gaps, lessons learned for public dissemination and reporting to parliament |  |  |  | 75700 – TR,WKSP,CF  72500 - Supplies  71600 -Travel  72100 - Contractual Services Companies  72300-Matl & gds | 10,000  5,000  10,000  5,000  5,000 | 75700 – TR,WKSP,CF  72100 - Contractual Services Companies  72300-Matl & gds  Media? | 10,000  **10,000**  **5,000** |  |  |  |  |
| 2.6 Support GHG emissions analysis in the Transport sector |  |  |  | 75700 – TR,WKSP,CF  72400 -Comm  72500 - Supplies  72100 - Contractual Services Companies  72300-Matl & gds | 7,000  5,000  3,000  5,000  5,000 | 75700 – TR,WKSP,CF  71600 -Travel  72300-Matl & gds | 7,000  2,000  3,000 |  |  |  |  |
| 2.7 Develop a resource mobilization strategy for NDC |  |  |  | 75700 – TR,WKSP,CF  71600 -Travel  72500 - supplies  72100 - Contractual Services Companies  72300-Matl & gds | 20,000  10,000  5,000  5,000  10,000 | 75700 – TR,WKSP,CF  72500-Supplies  71600 -Travel  72100 - Contractual Services Companies  72300-Matl & gds | 5,000  2,000  3,000  15,000  3,000 |  |  |  |  |
| 2.8Support Monitoring of progress & strengthening of transparency of NDCs |  |  |  | 75700 – TR,WKSP,CF  72500-Supplies  71600 -Travel  72100 - Contractual Services Companies  72300-Matl & gds | 10,000  5,000  10,000  5,000  5,000 | 75700 – TR,WKSP,CF  71600 -Travel  71300 – Lcl Conslt  72300-Matl & gds | 5,000  3,000  15,000  4,000 |  |  |  |  |
| 2.9Support Communications and learning on NDCs  **2.10 Support Communications and learning** |  |  |  | |  | | --- | | 75700 – TR,WKSP,CF  72500 - Supplies  71600 -Travel  71300 – Lcl Conslt  72300-Matl & gds |   75700 – TR,WKSP,CF  71600 -Travel  72300-Matl & gds | 5,000  5,000  5,000  20,000  5,000  7000  3000  5000 | 72300-Matl & gds  74200- audio visual | 5,000  10,000 |  |  |  |  |
| **Sub-Total for Output 2** |  |  |  |  | **503,000** |  | **235,000** |  |  |  | **130,000** |
| **Output 3: Strengthened management for effective, and inclusive partnerships; Research and PME&L for effective targeting in adaptation, mitigation and climate finance** | 3.1 Support development of a national monitoring system for tracking climate finance and adaptation – tagging climate finance |  |  |  | 72800 – Info Tech Supplies  71600 -Travel  72100 - contractual services  74200 - Prom materials  75700 - Training Workshop & Conferences  72300Matl & gds | 20,000  8,000    5,000  4,000    10,000  5,000 | 71305 Local consul  75700 - Training Workshop & Conferences  72300Matl & gds | 10,000  **2000**  **1000** |  |  | 71300-local consult  75700-trainings & wksps  72300-matls &gds  74200-Audio Visual &print prod costs | 15000  7000  3000  10000 |
| 3.2 Support GHG inventory system Management and Synchronize data set systems with TNC |  |  |  | 72100 - Contractual Services Companies  72400 - comm  75700 - Training Workshop & Conferences | 7,000  5000  8000 | 71600- Travel  75700 - Training Workshop & Conferences  72300 Matl &gds | 5,000  7,000  3,000 |  |  | 72100-contractual services Co.  71600-Travel  75700-Training & wkps  72300-matls & gds | 70000  3000  5000  2000 |
| 3.3 Support climate change applied research and Policy-research dialogues  Organise innovation symposium and policy dialogue on Innovations and tracking climate finance |  |  |  | 72100 - Contractual Services Companies  71600 - Travel  75700 - Training Workshop & Conferences  74200-Prom. Materials | 105,000  8,000  22,000  10,000 | 72100 - Contractual Services Companies  71600 - Travel  75700 - Training Workshop & Conferences  74200-Prom. Materials  72300-Matl & gds | 160,000  5,000  5,000  7,000  3,000 |  |  |  |  |
| 3.4 Support Malawi Environment Protection Authority. |  |  |  | 71200 – Int consul  71600 - Travel  75700 - Training Workshop & Conferences  72300-Matl&Gds  7420- Promotion materials | 30,000  2,000    10,000  5,000  **5,000** | 71600 - Travel  75700 - Training Workshop & Conferences  72300-Matl&Gds  74200- Promotion materials | 5,000  10,000  15,000  5,000 |  |  | 71300-local consultant  71600-travel  75700-training & wksps  72300-matls & gds  74200-Audio-Visual & print prod costs | 7000  5000  10000  3000  5000 |
| 3.5 Support the recently established Higher Education network on climate change |  |  |  |  |  | 71300 - Local consult  71600 - Travel  75700 – Training,Wksp  72100 – Contr Co  72300 – matl & gds  74200- Audio Visual | 15,000  5,000  5,000  10,000  **3,000**  5,000 |  |  |  |  |
| 3.6 Conduct mid - term evaluation  Conduct End of project evaluation for UN CC Learn |  |  |  | 71300 - Local consult  71600 - Travel  75700 – Training,Wksp  72100 – Contr Co  72300 – matl & gds  74200- Audio Visual | 15,000  5,000  5000  10,000  5000  17,126 | 71300 - Local consult  71300 - Local consult | 25,000  8,000 |  |  | 71300-local consult  75700-training & wksps  71600-travel  72300-matls & gds | 20000  5000  5000  5000 |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| **Sub-Total for Output 3** |  |  |  |  | **336,126** |  | **319,000** |  |  |  | **180,000** |
| **OUTPUT 4**  **Programme support** |  | **177,000** | **223,161** | 61200 – Salaries  71400-service contract  71600-Travel  73400-Rntl & maint | **45000**  **45000**  **55000**  **15000** | 61200**-**salaries  71400-contra services  71600-Travel  73400-Rntal & maint  72500-Supplies  72400-Comm & aud visual  72300-matl & goods  75100-GMS  74500-miscellaneous | 40000  50000  15000  15000  10000  15000  10000  8000  5000 |  |  | 61300**-**salaries  71400-contractual services-individ  71600-travel  73400-rental &maint of other equip  72500-supplies  72400-commu & Audio Visual Equip  72300-matls & goods  74100-Audit fees | 64000  0  5000  5000  5000  5000  5000  5000 |
|  | SUBTOTAL FOR OUTPUT 4 |  |  |  |  | 16000 |  | 168000 |  |  |  | 94000 |
| **TOTAL** |  |  |  |  | **1,247,126** | **1,219,126**  **98%** | **1,176,000** | **1,322,000**  **112%** |  |  | **2,500,000** | **690,000**  **27%** |

Annex 7. TERMS OF REFERENCE FOR THE END-OF-TERM EVALUATION OF NATIONAL CLIMATE RESILIENCE PROJECT (NCRP)



**TERMS OF REFERENCE FOR THE END-OF-TERM EVALUATION OF NATIONAL CLIMATE RESILIENCE PROJECT (NCRP)**

|  |  |
| --- | --- |
| **Assignment Title** | National Individual Consultant for the End Term Evaluation of National Climate Resilience Programme |
| **Project** | National Climate Resilience Project (NCRP) |
| **Type of Contract** | Individual Contract |
| **Contract Period** | 30 man-days |
| **Application Deadline** | 29th May 2023 |
| **Reference Number** | IC/MWI/005-2023 |
| **Supervisor** | Rabi Narayan Gaudo |
| **Location** | Lilongwe |
| **Country** | Malawi |

1. **BACKGROUND**

Climate change remains a key development challenge in Malawi, affecting virtually all livelihoods and sectors of the economy. The negative impacts of climate change in Malawi are exacerbated by the high levels of sensitivity of social and ecological systems. Environmental degradation across Malawi, through human-induced impacts such as deforestation and land use change, plays a major role in exacerbating the impacts of climate change. In response, Malawi’s policy environment has substantially improved over the past years with several key sector policies and strategies for managing climate change developed. However, implementation of such policies and strategies remain a challenge. Climate change being a multi-scale economic, environmental and social systems-level challenge, successful implementation of climate change adaptation and mitigation programmes depends on the involvement and collaboration of many actors within and across public, private and civil society to translate policy and strategies into action on the ground.

Limited capacity of civil society, private sector and government actors to respond collectively compounded by weak governance arrangements to foster functional interdependencies between actors and agents of change; uncoordinated approaches for building ecosystems and community resilience and limited access to climate finance contribute to low policy implementation. MGDS III urged that Climate change projects in Malawi have tended to be small fragmented and executed on pilot basis as a result there has been partial implementation of policies and only partial use of coordinated approaches

It is against this background that UNDP and the Ministry of Natural Resources through the Environmental Affairs department implemented the National Climate Resilience Programme (NCRP) aimed at contributing towards accountable, inclusive and effective implementation of climate change related policies, and programme approaches to build resilient ecosystems and communities. NCRP is a four year project (2019-2023) which responds to existing and emerging challenges in holistic climate change management at national and sub-national level through policy and practice. NCRP has three outputs that have been divided into five work packages. The outputs are

a) Strengthened capacity for improved result-oriented governance and management of climate change at national and district levels;

b) Scaled-up action, finance and partnerships for climate change adaptation, mitigation and disaster risk Management across sectors.

c) Strengthened management for effective, and inclusive partnerships, applied research and participatory MEAL for effective action in climate adaptation, mitigation and finance.

The work packages (WP) are

1. **Governance for Results (WP1)**

Provision of an oversight and coordination platform for climate change projects through supporting various committees at Policy and technical level

1. **Resilient Ecosystems (WP2)**

Facilitation of acceleration of adoption of Ecosystem based approaches through piloting an ecosystem wide approach for the Bua River Ecosystem.

1. **Financing for Climate Action (WP3)**

Exploration of green levies and taxes to facilitate predictable and sustainable finance through domestic avenues

1. **Action Research for Environmental Sustainability and low carbon Development (WP4)**

Bridging climate change research - policy gaps through a competitive applied research innovation challenge

1. **Monitoring for transparency (WP5)**

Institutionalisation of climate change monitoring, reporting and verification (MRV) systems for both climate change financing.

The NCRP is aligned to climate change policies and plans including the climate change policy, National biodiversity strategy and action Plan and relevant to SDG 1 End Poverty, SDG5 Gender equality, SDG 12 sustainable consumption, SDG 13 Climate Action and SDG 17 Effective partnerships. UNDP is therefore seeking the services of a national consultant to conduct an end-Term evaluation of the project at national level and in the target districts.

1. **PURPOSES OF THE EVALUATION**

The purposes of the evaluation are:

1. Determine the extent to which the outcome and outputs of the project have been achieved.
2. Document the achievements and lessons learnt during the implementation to inform future decisions in the design, implementation and management of similar interventions.
3. Fulfil UNDP’s accountability requirement to national stakeholders.

The primary users of the evaluation results include:

* Ministry of Natural Resources and Climate change
* Ministry of Finance and economic Affairs
* Ministry of Local Government and Rural Development
* National Planning commission
* District Councils
* UNDP
* OPC
* Civil Society
* Academia/Research institutions

1. **EVALUATION SCOPE AND OBJECTIVES**
2. **Scope**

The evaluation will assess the project’s performance using the standard evaluation criteria of relevance, effectiveness, efficiency, coherence, sustainability and impact. The evaluation will identify, and document lessons learnt, best practices and challenges to inform future interventions. The evaluation will cover the areas of

* 1. Institutions established and supported through the programme
     1. Malawi Higher Education Institutions Network on Climate change Learning
     2. Ecogen
     3. Quibx
     4. Global Waste solutions
  2. Bua river districts – (Mchinji, Kasungu, Lilongwe, Nkhotakota, Ntchisi, Dowa)
  3. Key Ministries, Departments and Agencies (MDAs)

The exercise will cover the period from **1st January 2019 to 31st March 2023.**

1. **Objectives**

The objective of the evaluation is to assess progress towards the project outcome and outputs and provide lessons learnt and recommendations for improving the design and implementation of similar initiatives in future.

More specifically, the objectives of the Endline Evaluation will be to:

* Assess the extent to which project outcomes and outputs have been achieved.
* Determine the positive or negative change resulting from contributions of the project.
* Assess the relevance of the project strategies to the development needs of the people, global and national development goals.
* Assess the effectiveness and efficiency of the project in implementing and achieving the specific expected results and analyse any factors contributing to and hindering its progress.
* Assess to what extent were gender equality, human rights and other cross-cutting issues promoted or addressed in project design, implementation, monitoring and reporting.
* Make recommendations that would improve the relevance, coherence, efficiency, effectiveness, and sustainability of similar projects in future;
* Document lessons learnt to inform future similar projects.
* Identify potential areas of programming from lessons learnt and gaps identified

1. **EVALUATION QUESTIONS**

In order to meet the objectives and purpose of the evaluation, the evaluators will, among other tasks, answer the following questions:

1. **Relevance and Design**

* To what extent was the project aligned with national development priorities and the SDGs?
* Whether the outcome and outputs of the projects were stated explicitly and precisely in verifiable terms with SMART indicators disaggregated by sex, age and location;
* Whether the relationship between outcome, outputs, activities, and inputs of the projects were logically articulated.
* Whether the project intervention and activity design adequately responded to the gender needs and gaps identified through the gender and rights-based approach problem analysis
* Whether the target beneficiaries of the projects are identified.
* Did the design of the projects take scaling up into consideration?

1. **Effectiveness**

* To what extent were the project outcome and outputs achieved?
* What factors have contributed to achieving or not achieving intended project outputs and outcomes?
* Have there been any positive and negative unplanned effects/results?
* Were the project strategies effective in responding to the needs of the beneficiaries, especially the vulnerable population, women and , youth?
* To what extent were human rights, gender and disability issues mainstreamed in the project strategies and implementation?

1. **Efficiency**

* Whether the project’s resources (financial, physical and manpower) were adequate in terms of both quantity and quality;
* Whether the projects are cost-effective compared to similar interventions;
* Whether the technologies selected (any innovations adopted if any) were suitable; and
* The delivery of government counterpart inputs in terms of personnel and premises.

1. **Implementation:**

* What partnerships were built or strengthened to improve the performance of project implementation?
* The responsiveness of the project management to significant changes in the environment in which the project functioned (both facilitating and impeding project implementation);
* Determine whether lessons learnt from other relevant programmes/projects were incorporated into the project.
* To what extent did the project oversight structures support effective and efficient project implementation?
* The role of UNDP CO and its impact (positive and negative) on project delivery.
* To what extent were recommendations from the project steering committee and periodic reviews Implemented?

1. **Coherence**

* Was the project consistent and complementary with other interventions especially in building an enabling environment for climate change and ecosystem resilience?
* Did the project interventions duplicate existing similar interventions in the targeted areas, and were there any collaborations with similar interventions?

1. **Sustainability**

* To what extent are the project’s positive results likely to be sustained after the completion of the project?
* What strategies did the project have to ensure the continuation and sustainability of the project outcomes after completion of the project?
* What are the key factors, if any, that required attention to improve prospects of sustainability of project outcome?
* What are recommendations for similar interventions in future to ensure sustainability?
* Was there an exit strategy for any of the elements of the programme?

1. **Impact**

* What are the effects of the project on beneficiaries and communities?
* What are the unintended positive or negative outcomes, if any, as the result of the project?

1. **APPROACH AND METHODOLOGY**

The evaluator should provide details in respect of the:

1. Examine project **theory of change**. The evaluator will be expected to vvalidate/update or construct a theory of change to provide a framework for identifying key project elements to be interrogated. This information will be presented in the evaluation inception report.
2. **Data collection**:
3. Desk review. Review of key project documents such as approved project documents, recent studies, reviews, projects monitoring reports, disbursement reports, progress reports and other information available with implementing partners;

ii) Field visits to selected stakeholders and beneficiaries to carry out in-depth interviews, inspection, and analysis of project activities;

iii) Interviews with implementing partners. Virtual interviews and performance data surveys of institutions not visited in person are options to be considered.

For each of these interviews, the consultants should first develop and present their ideas for the content and format of the interview forms that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.

**Data analysis: Select appro**priate tools for analysis of qualitative and quantitative data.

**Covid 19 Considerations**: The evaluation approach and methodology will be expected to pay due attention to the COVID-19 situation and preventive measures put in place by local authorities. No project beneficiary, target group, personnel, or evaluator will be put in harm’s way.

The evaluator will be expected to develop and present a detailed statement of evaluation methods/approaches in an inception report to show how each objective, evaluation question and criterion will be answered.

1. **MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS**

**Country Office Evaluation Management**: UNDP CO management is ultimately responsible and accountable for the quality of the evaluation process and products under the leadership of the UNDP Deputy Resident Representative (DRR). The DRR will assign an **Evaluation Manager** (UNDP M&E Specialist) who shall be responsible for briefing the evaluator on UNDP’s expectations and ensuring compliance with UNDP/UNEG evaluation standards, ethics and code of conduct for evaluations.

The CO management will develop a management response to the evaluation recommendations within two weeks of report finalization.

**Project Management**: The Project Manager and Programme Analyst responsible for climate change in Malawi will support the evaluator on a daily basis with respect to providing background information and progress reports, and other documentation, setting up stakeholder meetings and interviews, arranging field visits and coordinating with beneficiaries and key stakeholders.

**Evaluation Reference Group**: An Evaluation Reference Group comprised of officials from the Ministry of Natural Resources and Climate change and UNDP reference group will be established to guide the evaluation to ensure its credibility and utility. The reference group will be expected to assist in key aspects of the evaluation process, including reviewing evaluation Terms of Reference, providing documents, providing detailed comments on the draft inception and evaluation reports and dissemination of evaluation findings, lessons learnt and recommendations.

**Evaluator.** Will be an independent consultant. He/she should not have participated in the preparation and implementation/management whether directly or indirectly, of the project.

The evaluator will have the overall responsibility for the conduct of the evaluation exercise as well as the quality and timely submission of reports (inception, draft, final etc.).

The evaluator will be expected to be fully self-sufficient in terms of office equipment and supplies, communication, accommodation and transport. Furthermore, the evaluator will be expected to familiarize himself/herself with the United Nations Evaluation Group’s standards and norms for conducting project evaluations.

The evaluator will provide the Evaluation Manager with regular updates and feedback.

1. **EVALUATION DELIVERABLES**

The evaluator is expected to deliver the following:

1. Inception report – to be prepared within five days after signing a contract with UNDP

2. Draft evaluation report – to be submitted within four weeks of signing the contract

3. Three paged idea note on potential areas of focus for a possible next phase.

4. Final report, including a 2–4 page executive summary, a set of practical and strategic recommendations (not to exceed eight recommendations). The final report should not exceed 50 pages, excluding annexes. Contents of the final evaluation report are provided in the annex.

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1. **REQUIRED QUALIFICATIONS AND EXPERIENCE**

* At least a Master’s degree in Natural Resources, Environmental management, climate change or Sustainable Development with a minimum of 7 years of work experience.
* Proven experience in conducting evaluations of national development programmes (both at policy and programme levels as well as local community level), in any of the following areas: climate change, resilience building, environmental management and natural resources management supported by the UN or other similar international organizations. Must have conducted at least three such evaluations.
* Minimum five (5) years of work experience at policy and systems level in any of the following areas, resilience building and natural resources management, sustainable development, climate change adaptation and mitigation.
* Experience in gender equality and women empowerment programming
* Fluency in English, both written and spoken.

**8.1 Evaluator’s competencies:**

* Organizational Development and Management
* Strategic thinking
* Teamwork and leadership skills
* Strong analytical, reporting and communication skills

1. **TIME AND DURATION:**

The evaluators will be hired for a maximum total of 30 Man days spread over two months.

Contract Start Date: Contract End Date:

**Activity timelines**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** |  | **Weeks** | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| Contract and entry meeting | x |  |  |  |  |  |  |  |
| Inception report, draft revised | x |  |  |  |  |  |  |  |
| Data collection and analysis |  | x | x |  |  |  |  |  |
| Drafting and submission of evaluation report and idea note |  |  |  | x |  |  |  |  |
| Meetings with Evaluation Reference Group |  |  |  |  | x |  |  |  |
| Draft report review workshop/receipt of comments from stakeholders and reference group members |  |  |  |  |  | x | x |  |
| Revision and submission of the final report |  |  |  |  |  |  |  | X |

1. **SUBMISSION PROCESS AND BASIS FOR SELECTION**

**10.1 Documents to be included when submitting Consultancy Proposals**

The following documents may be requested:

1. Latest updated Curriculum Vitae (CV) or Resume
2. Duly executed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP. **Template of the Letter of Confirmation of Interest and Availability can be accessible from this** [**UNDP Malawi Procurement page**](http://www.pacific.undp.org/content/dam/fiji/docs/Procurement/Confirmation-of-Interest-Submission-of-Financial-Proposal-Template.docx)
3. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per the template provided. If an Officer is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under a Reimbursable Loan Agreement (RLA), the Offeror must stipulate that arrangement at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

**Lump-sum contracts**

The financial proposal shall specify a total lump-sum amount and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e., whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e., upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump-sum amount (including travel, living expenses, and a number of anticipated working days).

**Travel**

In general, UNDP should not accept travel costs exceeding those of an economy return class ticket; should the consultants wish to travel on a higher class, they should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs, including tickets, lodging, and terminal expenses, should be agreed upon, between the respective business unit and individual consultant, prior to travel and will be reimbursed.

**10.2 Evaluation of proposals**

Individual consultants will be evaluated based on the following methodologies:

*1. Cumulative analysis*

*When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:*

*a) responsive/compliant/acceptable, and*

*b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

*\* Technical Criteria weight; [70]*

*\* Financial Criteria weight; [30]*

|  |  |  |
| --- | --- | --- |
| ***Criteria*** | ***Weight*** | ***Max. Point*** |
| ***Technical*** | ***70*** | ***70*** |
| ***Criteria A****:* At least a Master’s degree in Natural Resources, Environmental management, climate change or Sustainable Development t with a minimum of 7 years of work experience. |  | *5* |
| ***Criteria B****:* Minimum five (5) years of work experience at policy and systems level in any of the following areas; Climate change, Resilience Building, Environmental management and Natural Resources Management. |  | *20* |
| ***Criteria C****:* Proven experience in conducting evaluations of national programme/project development projects supported by the UN or other similar international organizations. Should have conducted at least three such evaluations. |  | *25* |
| ***Criteria D:*** Experience in gender equality and women empowerment |  | *10* |
| ***Criteria E***: Brief methodology on how they will approach and conduct the work in not more than two pages. |  | *10* |
| ***Financial*** | ***30*** | ***30*** |
| ***COMBINED TOTAL SCORE (MAXIMUM)*** |  | ***100*** |

*Only candidates obtaining a minimum of 70 points in the Technical Evaluation would be considered for the Financial Evaluation*

The financial score for the financial proposal will be calculated in the following manner:

Sf = 100 x Fm/F, in which Sf is the financial score, Fm is the lowest price and F the price of the proposal under consideration.

(Total Financial Maximum points = 100 points)

**Total Score**

The technical score attained by each proposal will be used in determining the Total score as follows:

The weights given to the technical and financial proposals are: T= 0.7, F=0.3

The Total score will be calculated by formula: TS = St x 0.7 + Sf x 0.3

TS - Is the total score of the proposal under consideration?

St - is technical score of the proposal under consideration.

Sf - is financial score of the proposal under consideration.

**10.3 Proposals Submission Instructions**

Proposals may be submitted on or before the deadline as indicated below. Proposals must be submitted using this generic email [quantum.mw@undp.org](mailto:quantum.mw@undp.org), cc [procurement.mw@undp.org](mailto:procurement.mw@undp.org) address only.

Incomplete proposals and failure to comply with proposal submission instructions may not be considered or may result in disqualification of the proposal.

Completed proposals should be submitted using Quantum no later than **29 May 2023 by 12 noon** **(Malawi Time).**

For any clarification regarding this assignment please write to Procurement Officer on [procurement.mw@undp.org](mailto:procurement.mw@undp.org). Only written communication will be responded.

**Diversity:** UNDP is committed to diversity and inclusion and equal opportunity for all candidates. We welcome diversity on the basis of gender, age, education, national origin, ethnicity, race, disability, sexual orientation, religion, and HIV/AIDS status.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

1. **EVALUATION ETHICS**

Responsibility of the CO to ensure credibility and independence of evaluation; the responsibility of TL to provide impartial, evidence-based, reports adhering to international evaluation standards, etc.

The evaluation will follow UNEG guidelines on the ethical participation of human participants, including children and other vulnerable groups. All participants in the study will be fully informed about the nature and purpose of the evaluation and their requested involvement. Only participants who have given their written or verbal consent (documented) will be included in the evaluation.

**ANNEX I: RECOMMENDED EVALUATION REPORT CONTENTS**

The final report in English (maximum 50 pages, excluding annexes, shall be submitted to UNDP-Malawi by the consultant upon working on comments and inputs on the draft report.

**T**he evaluation report shall include the following contents, as a minimum:

* + - Title
    - Table of contents
    - Acronyms and abbreviations
    - Executive Summary
    - Introduction
    - Background and context
    - Evaluation scope and objectives
    - Evaluation approach and methods
    - Findings and conclusions
    - Lessons learned
    - Recommendations
    - Annexes

Terms of reference have been checked by

Programme Specialist (M&E):

Terms of reference have been approved by

Deputy Resident Representative:

Annex 8. ETE mission itinerary

|  |  |
| --- | --- |
| Date | Location, Who to Meet and Purpose of Meeting |
| 2 - 6 October, 2023 | **Lilongwe;** Consultative meetings with national technical teams –deep dive on project achievements:   * Project Coordination Team * Implementing Partner (EAD) * Department of Land Resources Conservation   Forestry Department |
| 5 October, 2023 | **Lilongwe;** Consultative meeting with **ECOGEN** to discuss NCRP contribution to the applied research innovation |
| 9 – 10 October, 2023 | **Nkhotakota;** Consultative meeting with District project Team on project implementation and meet communities in project sites |
| 11 – 12 October, 2023 | **Ntchisi;** Consultative meeting with District project Team on project implementation and meet communities in project sites |
| 13 – 14 October, 2023 | **Dowa;** Consultative meeting with District project Team on project implementation and meet communities in project sites |
| 19 October, 2023 | **Zomba;** Consultative meetings with national technical team – deep dive on project achievements:   * Fisheries Department |
| 3 November, 2023 | **Lilongwe;** Consultative meeting with **QUBIX** to discuss NCRP contribution to the applied research innovation |

Annex 9. List of persons consulted

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Name** | **Organization /Institution** | **Designation/ Position** | **Location** | **Level of Integration** |
| 1 | Gertrude Kambauwa | DLRC | Director | Lilongwe | National |
| 2 | Peter Kulemeka | UNDP | M&E Specialist | Lilongwe | National |
| 3 | Taonga Mbale Luka | EAD | Director | Lilongwe | National |
| 4 | Jane Swira | UNDP | Project Manager - NCRP |  |  |
| 5 | Evance Njewa | EAD | Chief Environmental Officer | Lilongwe | National |
| 6 | Chimwemwe Yonasi | EAD | Principal Environmental Officer | Lilongwe | National |
| 7 | Patrick Mkwapatira | EAD |  | Lilongwe | National |
| 8 | Golivati Gomani | EAD |  | Lilongwe | National |
| 9 | Jarvis Mwenechanya | EAD |  | Lilongwe | National |
| 10 | Moffat Manase | Fisheries Dept | Senior Deputy Director | Lilongwe | National |
| 11 | Ted Kamoto | Forestry Dept. | Deputy Director | Lilongwe | National |
| 12 | Guadalupe  Kabia | UNDP | Programme Analyst | Lilongwe | National |
| 13 | Jane Swira | UNDP |  | Lilongwe | National |
| 14 | Jane Kaira | District Council | EDO | Nkhotakota | District |
| 15 | Zibophe | District Council | DFO | Nkhotakota | District |
| 16 | Davis Kavala | District Council | DPD | Nkhotakota | District |
| 17 | Vincent Phiri | District Council | Irrigation Officer | Nkhotakota | District |
| 18 | Alick Munthali | District Council | Gender Officer | Nkhotakota | District |
| 19 | Dave Itimu | District Council | EDO | Ntchisi | District |
| 20 | Jimmy Mkwale | District Council | DFO | Ntchisi | District |
| 21 | Yusufu Laki | District Council | EDO | Dowa | District |
| 22 | Bakaya Mtsitsi | District Council | ADFO | Dowa | District |
| 23 | Clement Kandodo | ECOGEN | Chief Executive Officer | Lilongwe | National |
| 24 | Sanga Kanthema | QUBIX | Founder and Chief Executive Officer | Blantyre | National |

Annex 10. Project Sites Visited

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Site /Institution / Village** | **Location** | **Level of Integration** |
| 1 | Sesenga Irrigation Scheme | Nkhotakota | Community |
| 2 | Mphikapika | Nkhotakota | Community |
| 3 | Chizuma | Nkhotakota | Community |
| 4 | Kamwala L.E.A primary school | Nkhotakota | Community |
| 5 | Kalilangwe | Ntchisi | Community |
| 6 | Chikhungwa | Ntchisi | Community |
| 7 | Namkumba | Dowa | Community |