**End-Term Evaluation of Climate Resilience Initiative in Malawi (CRIM) Project-IC/MWI/004-2021**

**Final Report**

**UNDP**

**EVALUATION MANAGER**

**Peter Kulemeka, UNDP, Malawi**

**PREPARED BY:**

Ruth Magreta (PhD), National Consultant, Malawi

**Prepared for:**

UNDP-Malawi

**APRIL, 2024**

# Acknowledgements

The Evaluation Consultant expresses profound gratitude for the support and assistance received from the staff of UNDP. I would like to extend special thanks to Rabi Narayan Gaudo, Peter Kulemeka, Guadalupe Kabia, Charrison Tengatenga, and Michael Mangitsa, who engaged in a series of virtual meetings to design and plan this evaluation. Additionally, I am particularly thankful to the Government of Malawi, specifically the Environmental Affairs Department, and the Government of Flanders, as well as staff at national, Kasungu and Mzimba district councils, and community levels, for providing information and sharing their experiences about the CRIM Project. I must also sincerely acknowledge all the beneficiaries of the CRIM Project from the two districts. This includes men, women, the elderly, people living with disabilities, the youth, various local groups and committees, and traditional leaders, who not only extended their generosity and hospitality but also took the time to share insights into their personal experiences with the consultant.

**Disclaimer**

The opinions expressed in this report are those of the consultant and do not necessarily reflect those of UNDP. Responsibility for the opinions contained in this report rests solely with the author. The publication of this document does not imply UNDP's endorsement of the opinions expressed within. Furthermore, the designations employed and the presentation of material, do not signify any expression of opinion by UNDP regarding the legal or constitutional status of any country, territory, or maritime area, nor do they imply the demarcation of boundaries.

# Contents

[Acknowledgements ii](#_Toc165018359)

[Contents iii](#_Toc165018360)

[Acronyms and Abbreviations v](#_Toc165018361)

[Executive Summary i](#_Toc165018362)

[1 Chapter one: Introduction, Background and Context of the Project 1](#_Toc165018363)

[1. Introduction 1](#_Toc165018364)

[4. Evaluation features 1](#_Toc165018365)

[10. Background and Context of the Project 2](#_Toc165018366)

[17. Subject Being Evaluated 3](#_Toc165018367)

[2 Chapter 2: Methodology, Limitations and Ethical Considerations 6](#_Toc165018368)

[24. Evaluation Methodology 6](#_Toc165018371)

[32. Limitations 7](#_Toc165018372)

[34. Ethical Considerations 7](#_Toc165018373)

[3 Chapter Three: Evaluation Findings 8](#_Toc165018374)

[39. Evaluation Criteria: Relevance 8](#_Toc165018376)

[66. Evaluation Criteria: Coherence 14](#_Toc165018377)

[72. Evaluation Criteria: Effectiveness 15](#_Toc165018378)

[138. Evaluation Criteria: Efficiency 28](#_Toc165018379)

[164. Evaluation Criteria: Implementation 32](#_Toc165018380)

[179. Evaluation Criteria: Impact 33](#_Toc165018381)

[200. Evaluation Question 7: Cross-Cutting Issues (Equity/ Gender) 36](#_Toc165018382)

[213. Evaluation Criteria 8: Sustainability 38](#_Toc165018383)

[4 Chapter Four: Conclusions 40](#_Toc165018384)

[Based on the findings presented in the previous section, an overall assessment that responds to the evaluation questions is provided below. 40](#_Toc165018385)

[4.1 Relevance and adaptability 40](#_Toc165018386)

[4.2 Coherence 40](#_Toc165018387)

[4.3 Effectiveness 41](#_Toc165018388)

[4.4 Efficiency 41](#_Toc165018389)

[4.5 Implementation 41](#_Toc165018390)

[4.6 Impact 41](#_Toc165018391)

[4.7 Cross-Cutting Issues 41](#_Toc165018392)

[4.8 Sustainability 42](#_Toc165018393)

[5 Chapter Five: Lessons Learned 42](#_Toc165018394)

[6 Chapter Six: Recommendations 43](#_Toc165018395)

[6.1 Strategic Recommendations 43](#_Toc165018397)

[6.2 Operational Recommendations 43](#_Toc165018398)

[7 Chapter Seven: Annexes 45](#_Toc165018399)

[260. Annex 1: Terms Of Reference For The End Of Term Evaluation Of Climate Resilience Initiative In Malawi (Crim) Project 45](#_Toc165018401)

[261. Annex 2: Evaluation Matrix 50](#_Toc165018402)

[262. Annex 3: Methodology 58](#_Toc165018403)

[263. Annex 4: Data Collection Protocols 63](#_Toc165018404)

[264. Annex 5 : Stakeholder Analysis 85](#_Toc165018405)

[265. Annex 6: Sample size per stakeholder 87](#_Toc165018406)

[266. Annex 7: Phases of work 91](#_Toc165018407)

[267. Annex 8: An evaluation rubric to be applied by the evaluation team during the data analysis phase of CRIM project 93](#_Toc165018408)

[268. Annex 9: Results Framework: CRIM Detailed Progress againist Output for Years 94](#_Toc165018409)

# Acronyms and Abbreviations

ADC: Area Development Committee

AWPs: Annual Work Plans

CADECOM: Catholic Development Commission in Malawi

CBF: Community Based Facilitators

CPD: Country Programme Document

CPF: The Country Programming Framework

CRIM: Climate Resilience Initiative in Malawi

COMSIP: Community Savings and Investment Promotion

DAC: Development Assistance Committee

DIWD: Department of Irrigation and Water Development

DLRC: Department of Land Resources Conservation

DO: District Office

DoF: Department of Forestry

DSOER: District State of Environment and Outlook Reports

EAD: Environmental Affairs Department

ETE: End Term Evaluation

FAO: Food Agricultural Organisation

FGD: Focus Group Discussions

FFS: Field Farmer School

GDP: Gross Domestic Products

GEWE: Gender equality and women's empowerment

GII: Gender Inequality Index

GoM: Government of Malawi

GoF: Government of Flanders

HACT: UN Harmonized Approach for Cash Transfers

KII: Key Informant Interviews

M&E: Monitoring and Evaluation

MEPA: Malawi Environmental Protection Agency

MGDS: Malawi Growth and Development Strategy

MLGRD: Ministry of Local Government and Rural Development

MM: Mixed Methods

MNREM: Ministry of Natural Resources, Energy, and Mining

MNRCC: Ministry of Natural Resources and Climate Change

MoA: Ministry of Agriculture

MoAIWD: Ministry of Agriculture, Irrigation and Water Development

MoF: Ministry of Finance

MSSP: Malawi Social Support Programme

MW2063: Malawi 2063

NAIP: National Agriculture Investment Plan

NPFRBM: National Policy Frameworks for Resilience Building in Malawi

NGO: Non-Governmental Organisations

NRS: National Resilience Strategy

OED: Office of Evaluation

OECD: Development Assistance Committee of the Organisation for Economic Cooperation and Development

OPC: Office of the President and Cabinet

PO: Project Officer

SDGs: Sustainable Development Goals

SMART: Specific, Measurable, Achievable, Relevant and Time-bound

TAs: Traditional Authorities

ToC: Table of Contents

ToC: Theory of Change

ToR: Terms of Reference

USD: United States Dollar

UNDAF: United Nations Development Assistance Framework

UNDP: United Nations Development Programme

UNDP CO: United Nations Development Programme Country Office

UNEG: United Nations Evaluation Group

VAC: Village Agricultural Committee

VAWG: Violence against women and girls

VCPC: Village Civil protection Committee

VDC: Village Development Committee

VNRMC: Village Natural Resource Management Committee

VSL: Village Savings and Loan

VSLA: Village Savings and Lending Association

WASH: Water, Sanitation, and Hygiene

# Executive Summary

1. **Introduction**

This report delineates the outcomes of the independent final evaluation of the Climate Resilience Initiative in Malawi (CRIM) project, spearheaded by the United Nations Development Programme (UNDP) from January 2019 to December 2022. It encapsulates the project's journey over its execution period, focusing on its aims, achievements, challenges, and the broader impact on the target communities in Kasungu and Mzimba districts. The evaluation aligns with the terms of reference (ToR), aiming to foster learning and bolster accountability within the scope of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (DAC/OECD) evaluation criteria.

1. **Purpose of the Evaluation**

The dual-purpose evaluation sought to catalyze learning by unpacking the project's successes and shortcomings, deriving lessons and best practices for future resilience projects. It evaluated the CRIM project's alignment with Malawi's developmental needs and its effectiveness, efficiency, and impact, including its integration of gender equality and human rights. Furthermore, the evaluation served an accountability function, assessing the project's performance against the DAC/OECD criteria and including a gender dimension to understand its approach to tackling challenges faced by diverse community segments.

1. **Scope**

The evaluation spanned the project duration from January 2019 to December 2022, scrutinizing its activities, outputs, and outcomes in the Kasungu and Mzimba districts. It aimed to provide a comprehensive review of the project's alignment with Malawi's development goals, its sustainability and impact, and insights for the project's second phase. This included an analysis of gender equality, human rights, and social inclusion, among other critical considerations.

1. **Methodology**

Conducted by a national consultant with expertise in project management and evaluation, the methodology employed a mixed methods approach, integrating both quantitative and qualitative strategies. It utilized primary and secondary data sources through desk reviews, in-depth interviews, focus group discussions, and direct observations. The evaluation focused on the DAC criteria, incorporating gender equality and women's empowerment (GEWE) along with equity issues as thematic areas. Despite facing challenges such as the loss of institutional memory and the absence of some key stakeholders due to the timing of the evaluation, the consultant overcame these through triangulation and a comprehensive data analysis process.

1. **Findings and Conclusions**
2. **Relevance:** The CRIM project closely aligned with government and UNDP strategies, focusing on resilience strategies, policy goals, and sustainable development objectives. It was designed to enhance district council capacities, integrated watershed protection, and household resilience, with a strong emphasis on gender inclusivity and environmental sustainability. The project demonstrated high relevance, aligning well with national and international strategies, particularly in addressing climate change impacts and community resilience, supported by a strategic alignment with the SDGs and UNDP Country Programming Framework. CRIM's initiatives are designed to enhance resilience at district and community levels in the long term, focusing on reducing disaster losses and enhancing early warning systems, infrastructure development, and community-based disaster preparedness programs. These efforts align with the National Disaster Risk Management Policy and Malawi's Nationally Determined Contributions (NDCs) under the Paris Agreement, which call for increased climate change adaptation capacity, particularly in rural areas.
3. **Coherence:** CRIM ensured consistency and complementarity with other climate resilience initiatives, avoiding duplication and fostering collaboration. Its design and implementation strategy, emphasizing integrated approaches and community engagement, underscored a commitment to sustainable and inclusive resilience building. Effective coordination mechanisms, like DESC meetings and district coordination committees, along with strategic partnerships with organizations such as FAO, Plan Malawi, and the Malawi Red Cross Society, enhanced the project's coherence within the broader landscape of development and climate resilience efforts in Malawi.
4. **Effectiveness:** The project was largely effective in progressing towards planned outputs and outcomes, integrating climate change adaptation into district planning, strengthening catchment management, and enhancing vulnerable households' resilience. Key to its success were comprehensive training programs, effective partnerships, and innovative approaches to livelihood diversification. For instance, the project managed to fully achieve 6 out of 6 planned sensitization meetings for district councils and community members, as well as successfully conducted 2 out of 2 training workshops for frontline staff on climate change and adaptation technologies (2019 data). Challenges such as COVID-19 and incomplete formation of community associations like Water Users Associations (WUAs) were noted, highlighting areas for continued efforts to ensure the sustainability and scalability of achievements. While the project effectively bolstered agricultural production and livelihood diversification, it encountered significant challenges in connecting these enhancements to profitable markets, highlighting a gap in value chain development. For example, the project successfully supported the construction and stocking of 29 individual and 6 communal fish ponds. While these efforts aimed to enhance food security and provide economic benefits to the community, the outcomes were less than ideal. Post-project evaluations revealed that despite producing a substantial volume of fish, only a small fraction was sold in local markets, and profitability remained low. Specifically, it was reported that less than 30% of the harvested fish reached broader markets due to logistical and market linkage challenges. This experience underscores the lesson that for agricultural and livelihood interventions to be economically sustainable, they must be designed with a clear strategy for market linkage and value chain integration.
5. **Efficiency:** Demonstrated through strategic fund allocation, diversified funding, and adaptability in addressing challenges, CRIM achieved significant impacts efficiently, ensuring cost-effectiveness and value for money. The project's strategic budgeting and phased expenditure, alongside its ability to adapt to external challenges such as the COVID-19 pandemic, underscored its efficiency in utilizing resources to build resilient communities. Thus, CRIM's expenditure resulted in significant direct impacts on community resilience, with detailed budget allocations pointing towards sustainable agricultural practices and climate resilience initiatives. For example, the establishment and stocking of 29 fish ponds and training programs in agricultural best practices illustrate targeted spending. While specific cost-per-beneficiary data would require detailed financial breakdowns, such metrics would provide a direct comparison to ECRP, where value-for-money analyses often highlight cost per beneficiary as a key indicator. However, areas for enhanced financial management and administrative procedures were identified to improve project implementation efficiency further.
6. **Implementation:** Effective coordination, collaboration, stakeholder engagement, adaptability, and responsiveness were crucial for CRIM's success. Despite challenges, notably regarding the lead department's role and interactions with district councils, the project made significant strides in climate resilience. Stakeholder engagement, particularly at the district council level, was emphasized through a decentralized approach, ensuring the project's interventions were aligned with community needs and local governance structures.
7. **Cross-cutting Issues:** CRIM effectively targeted and addressed district-level needs and priorities related to gender and human rights, embedding gender considerations deeply in its design and implementation. The project's emphasis on equity, gender, human rights, and environmental sustainability demonstrated its commitment to addressing cross-cutting issues, contributing to a more inclusive and resilient development trajectory for communities in Kasungu and Mzimba districts.
8. **Impact:** CRIM contributed notably to climate resilience, sustainable agriculture, and community empowerment, integrating climate adaptation into district planning, developing irrigation schemes, and promoting climate-smart agricultural practices. It improved the lives of farmers in Kasungu and Mzimba by enhancing resilience to climate-related shocks and fostering economic empowerment, with specific interventions leading to improved food self-sufficiency and community sustainability.
9. **Sustainability:** The CRIM project demonstrated a comprehensive approach to sustainability, enhancing environmental conservation, socio-economic resilience, and institutional frameworks across Kasungu and Mzimba districts. By integrating initiatives like irrigation farming, beekeeping, and solar-powered systems, alongside capacity building for local governance and community engagement, CRIM aligned with national development strategies and fostered conditions for the project's impacts to be sustained and replicated. Although it established a solid foundation for long-term benefits, including improved agricultural productivity and economic empowerment, the project’s reliance on external funding highlighted a significant challenge for financial sustainability. The efforts towards catchment management and reforestation underscored a commitment to environmental sustainability, yet the evaluation pointed to the necessity for continued support to ensure these gains persist beyond the project’s lifespan.
10. **Lessons Learned**
11. One overarching lesson from the CRIM project is the critical importance of a holistic, integrated approach that combines technical interventions with capacity building, stakeholder engagement, and sustainability planning. This approach ensures that climate resilience projects are not only effective in meeting immediate needs but also in contributing to the long-term resilience and development of communities. The lessons learned from CRIM provide valuable insights for designing and implementing future climate resilience initiatives, emphasizing the need for relevance, coherence, efficiency, and a strong focus on sustainability and inclusivity.
12. **Recommendations**

* **Strategic Recommendations**:

1. **Scaling and Replication**: The evaluation strongly suggests leveraging the CRIM project's successes by identifying and replicating effective interventions across other regions of Malawi. UNDP and EAD are recommended to document best practices and develop guidelines for scaling up activities such as sustainable agriculture, water resource management, and community-based adaptation strategies. A focus should be on customizing these practices to fit new contexts, ensuring adaptability and local relevance.
2. **Enhanced Coordination**: To address observed gaps in coordination, a robust mechanism is advised, ensuring seamless collaboration between EAD, District Councils, and other stakeholders. This involves establishing clear communication channels, regular stakeholder meetings, and joint monitoring and evaluation efforts to align actions and share insights. UNDP's role in facilitating these efforts is crucial, providing a platform for exchange and consensus-building.
3. **Resource Allocation**: Given the critical need for sustained funding for resilience initiatives, it's recommended that UNDP advocates for increased allocation of government resources towards climate resilience. This includes working closely with government bodies to highlight the value of investing in resilience, presenting evidence from CRIM's impacts, and exploring avenues for public-private partnerships to diversify funding sources.**Expanding Funding Sources:** Identify and engage new funding partners, including the private sector and government, to diversify funding sources. Develop a financial sustainability plan that includes community contributions to enhance project sustainability.
4. **Operational Recommendations**
5. **Capacity Building**: Continuous investment in building the capacities of District Councils is highlighted as essential. This includes training on integrating climate resilience into planning and budgeting processes, leveraging local knowledge and practices, and enhancing data management for informed decision-making. Tailored training programs, developed in collaboration with experienced practitioners and local leaders, can ensure relevance and effectiveness.
6. **Monitoring and Evaluation (M&E)**: To capture the full scope of the project's impact and facilitate ongoing improvement, a comprehensive M&E framework is crucial. This should include both quantitative and qualitative metrics, regular feedback loops with beneficiaries, and the integration of learning into project adaptation. UNDP and EAD should prioritize the development and implementation of this enhanced M&E system.
7. **Defining Resilience:** While the CRIM project has made strides in enhancing climate resilience, a more standardized and clear definition of 'resilience' could enhance the coherence and effectiveness of interventions. UNDP and EAD should collaboratively develop a concise definition of resilience that encompasses environmental, socio-economic, and institutional resilience. This definition should be uniformly applied across all project activities and documentation to ensure consistent understanding and implementation.
8. **Strengthen agricultural value chains:** The evaluation emphasizes the importance of developing robust market linkage and value chain strategies from the project's inception. It suggests a comprehensive approach to ensure agricultural and livelihood projects not only boost production but also connect these enhancements with profitable markets. This entails integrating market access and value chain development into project planning and implementation, fostering partnerships with local businesses, and exploring the establishment of farmer cooperatives to enhance market access. Addressing these aspects is crucial for the economic sustainability of interventions and for maximizing the benefits to communities involved.
9. **Donor Reporting and Engagement:** The evaluation revealed an opportunity for improving engagement and reporting mechanisms with donors. UNDP should establish more structured and frequent reporting and dialogue processes with donors, ensuring transparent communication of project progress, challenges, and achievements. This could include quarterly reports, regular meetings, and the use of digital platforms for updates. This recommendation originates from insights into the project's efficiency and the accountability aspect of the evaluation, suggesting a need for enhanced communication with funding partners to foster a collaborative and informed project environment.

# Chapter one: Introduction, Background and Context of the Project

## Introduction

1. This report presents the findings, conclusions, and recommendations of the independent final evaluation of the Climate Resilience Initiative in Malawi (CRIM)[[1]](#footnote-1), project, which was commissioned by United Nations Development Programme (UNDP). The CRIM Project was implemented from January 2019 to December 2022. This evaluation covers the period of the project's implementation activities from January 2019 to December 2022. The final evaluation report is guided by the terms of reference (ToR), a summary of which is provided in Annex 1.
2. The evaluation served a dual purpose of learning and reinforcing accountability. Through the learning aspect, the evaluation determined the reasons behind the achievements or lack thereof, extracting lessons, identifying best practices, and providing insights for future operational and strategic decision-making of similar projects. It assessed the project's outputs and associated activties, understood its impact (both positive and negative), and evaluated the alignment of the project's strategies with the developmental needs of the population and broader development goals for Malawi. The evaluation enhanced knowledge about the assumptions underlying the project's design and implementation to better serve the target beneficiaries and their communities. It examined the project's effectiveness and efficiency, identified factors that facilitated or impeded its success, and evaluated the integration of gender equality, human rights, and other critical issues throughout the project's lifecycle. The findings and lessons have been actively shared to improve the design and execution of future resilience projects. Regarding accountability, the evaluation assessed and reported on the CRIM project's performance and results, adhering to the Development Assistance Committee of the Organisation for Economic Cooperation and Development (DAC/OECD) evaluation criteria[[2]](#footnote-2): Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability. It also included a gender dimension criterion, evaluating how the project addressed the challenges faced by women, girls, boys, the elderly, and individuals with disabilities or chronic illnesses.

## Evaluation features

1. The urgency of the evaluation stems from the project's conclusion in December 2022, necessitating immediate assessment to prevent challenges like loss of institutional memory among stakeholders and beneficiaries regarding specific design aspects.
2. The specific objectives the end term CRIM project evaluation are;
   1. Evaluate the extent to which the project achieved its intended outcomes and outputs.
   2. Document the project's achievements and the lessons learned during its execution.
   3. Fulfill the commitment to conduct an evaluation for the purposes of learning and accountability.
3. Key stakeholders in this evaluation include the Government of Malawi, particularly the Environmental Affairs Department under the Ministry of Natural Resources and Climate Change, the Ministry of Local Government and Rural Development, district councils of Kasungu and Mzimba, UNDP, and others involved in resilience enhencement. The findings will help the Government of Malawi gauge the project's success, derive lessons for policy formulation, and enhance future strategies, including the ongoing National Resilience Strategy-2018-2030 (NRS)[[3]](#footnote-3). These insights will also guide capacity-building efforts and intervention strategies in Malawi's resilience domain.
4. The evaluation scope included reviewing the project from January 2019, to December 31, 2022, focusing on the activities and outcomes in Mzimba and Kasungu districts. It compared the planned and actual results, assessed the project's sustainability and impact, and will inform the design of the project's second phase. The evaluation also examined the project's alignment with development goals, its effectiveness, efficiency, and the factors influencing its progress, aiming to provide a comprehensive overview of the CRIM's impact and offer recommendations for improving future projects. This included an analysis of gender equality, human rights, social inclusion, and other critical considerations.
5. A national consultant with expertise in project management and evaluation conducted the evaluation, which included an inception phase, data collection, analysis, and a validation and dissemination process, covering all necessary steps to ensure a thorough evaluation.

## Background and Context of the Project

1. Malawi has over 20 million people[[4]](#footnote-4), of which the majority (82%) are youth and women, live in rural areas[[5]](#footnote-5) and engage in subsistence farming. Less than a fifth producing marketable surpluses, due to land constraints and the fact that many cultivate on less than 0.5 hectare of land, resulting in high dependence on natural resources and vulnerability to external shocks, particularly climatic shocks.

**Climate Challenges and Gender Inequality in Malawi's Agriculture Sector**

1. Agriculture is the cornerstone of Malawis economy, contributing to over 30 percent of its Gross Domestic Product (GDP) and employs 85 percent of its total workforce (World Bank, 2016)[[6]](#footnote-6). This sector supports more than 80 percent of the population, providing their means of livelihood[[7]](#footnote-7). However, this vital sector faces significant challenges, including escalating population growth and limited cultivable land, resulting in prevalent issues such as land fragmentation, degradation, and deforestation. Inadequate adoption of climate resilient agricultural practices exacerbates these challenges, leading to substantial soil loss and the recurrent drying of rivers.
2. The escalating impact of natural disasters in Malawi, particularly droughts and floods, has become increasingly severe over the last four decades, signaling a distressing trend likely to be exacerbated by climate change[[8]](#footnote-8). Historical records reveal the country has faced about 20 droughts in the past century, with eight major occurrences in the last 36 years impacting over 24 million people and causing an average annual GDP loss of 1%[[9]](#footnote-9). Many of these droughts, including a significant one in the 2015/2016 agricultural season, coincided with El Niño years and led to substantial rainfall deficits. Additionally, the geographical extent of flood-prone areas has expanded, affecting more districts than before. Temperature extremes have also risen[[10]](#footnote-10), with a notable increase in the frequency of hot days and nights. Rainfall patterns show a decreasing trend, leading to reduced annual runoff and increased evaporation, which is evident in the falling water levels of Lake Malawi. This hydrological shift, underscored by a steady decline in annual rainfall over the last 50 years, highlights the growing water scarcity challenges faced by the nation.
3. Furthermore, Malawi has a score of 0.717 on the UN’s Gender Inequality Index (GII) of 2021[[11]](#footnote-11), ranking it 169th out of 191 countries, reflecting high levels of inequality in reproductive health, women’s empowerment, and economic activity. Additionaly, violence against women and girls (VAWG) and harmful practices remain widespread and pose a serious obstacle to achieving gender equality. The Malawi National Gender Policy (2015) is designed to enhance gender mainstreaming and the empowerment of women across all sectors to foster gender equality. These findings indicate that Malawian women farmers, among others, are particularly susceptible to climate-related risks and impacts, underscoring their inclusion as primary beneficiaries in climate resilience initiatives.

**Policy Environment**

1. The National Resilience Strategy (NRS)[[12]](#footnote-12) of Malawi, established in 2018 and spanning 2018-2030, serves as a comprehensive framework for creating, implementing, and evaluating resilience initiatives in the nation. Strengthening resilience to shocks is a cross-cutting priority in the Malawi Agenda 2063[[13]](#footnote-13) and before that, the strategy evolved to include a significant alignment with the Malawi Growth and Development Strategy III (MGDS III)[[14]](#footnote-14), focusing on a flagship partnership program on resilience. It emphasizes a multisectoral approach that integrates investments in a geographically and technically coordinated manner, aiming to bolster the resilience of different population segments to shocks and assist them in escaping chronic poverty, ensuring no one is left behind which is part of the Malawi Agenda 2063. The strategy views resilience as the capacity of communities and individuals, both urban and rural, to effectively respond to and recover from crises, fostering an environment where all Malawian society members can seize opportunities to prosper.
2. Aligning with various national policies, the NRS reflects a commitment to multi-level and long-term investments to enhance the resilience of Malawi's populace, particularly in adapting to climate change. It is in sync with several key policies, including the Malawi Agenda 2063, the Malawi Social Support Programme II, and the National Agriculture Investment Plan, among others. These policies collectively guide the country's efforts to strengthen its citizens' abilities to resist, adapt, and recover from adversities, aiming for sustainable development and enhanced capacity to face future challenges.

## Subject Being Evaluated

1. In response to the pressing climate-related challenges in Malawi, the government and its development partners, recognizing the necessity of an integrated and harmonized strategy, initiated various efforts. A notable example is the CRIM[[15]](#footnote-15) launched in January 2019. This initiative, a collaboration between the UNDP in Malawi and the Malawian Government's Ministry of Natural Resources, Energy and Mining, with financial backing from the Flanders Government and the UNDP, focused on enhancing the climate resilience of vulnerable communities and environmental conservetion in Kasungu and Mzimba District Councils. The inception of CRIM was driven by an understanding that significant adaptation measures are crucial to mitigate the impact of climate change, which otherwise threatens to reverse years of development progress and asset accumulation. The project, with a budget of USD 3,393,519.00 of which 500,000 came from UNDP TRAC, 2,893,519.00 from Flanders and Government of Malawi support was in-kind and lasting January 2019-December 2022[[16]](#footnote-16), was implemented by the Environmental Affairs Department (EAD), aiming to bolster the adaptive capacities of the communities in Kasungu and Mzimba and improve the district councils' abilities to manage, monitor, and respond to climate change effectively. The project was aligned with Malawi's national strategic frameworks, including the Malawi Agenda 2063 and the MGDS III, the project emphasized integrated, community-based natural resource management. This approach is in harmony with governmental commitments to addressing climate change impacts and includes decentralization and local governance at district levels.
2. Thus, the project contributed to MGDS III's primary focus on agriculture, water development, and climate change management, as well as UNDAF's pillar on Inclusive and Resilient Growth[[17]](#footnote-17). It aligned with outcomes 7 and 8, targeting increased food and nutrition security, access to water, sanitation, and hygiene (WASH), healthy ecosystems, and resilient livelihoods, along with productive, sustainable, and diversified agriculture and market access. Additionally, the project supported CPD Outcome 2.1, promoting action, finance, and partnerships for climate change adaptation, mitigation, and disaster risk management, and Outcome 2.2, focusing on enhancing the adaptive capacity of rural households and reducing their exposure to climate risks.
3. The project aimed to support a total of 6,560 people, encompassing approximately 1,312 vulnerable households. This figure includes communities within the Traditional Authorities (TAs) of Mtwalo in Mzimba North and Kampingo Siwande in Mzimba South district, accounting for 4,000 individuals. Additionally, 2,560 people from TAs Kaluluma and Simlemba in Kasungu District were also part of this beneficiary group.
4. The project aimed to achieve its goals through three interconnected outputs namely;
   1. Enhance the capacity of district councils in integrating climate adaptation strategies into their development plans, budgets, and services.
   2. Strengthen integrated catchment management, enabling the councils to identify and prioritize innovative, ecosystem-based approaches for effective management of catchments and watersheds, thus ensuring sustainable livelihoods.
   3. Strengthening the adaptive capacity of vulnerable households and reducing their exposure to climate risks. This entailed supporting district councils in helping community members develop resilient, sustainable livelihoods and income-generating activities, incorporating both traditional knowledge and innovative approaches.
5. In order to achieve the three outputs, CRIM project had 16 core activities[[18]](#footnote-18)

|  |  |
| --- | --- |
| **Project Objective** | **Main Outputs and Activities** |
| CRIM aim was to support 1,312 poor and vulnerable households (6,560 people) to improve their resilience to climate and weather- related shocks. | Output 1: Improved capacity of district councils to integrate climate adaptation into district development plans, budgets and service delivery   * 1. Strengthened capacity of the District Executive Committee, extension staff, technical officers in sector departments, selected TAs and communities, businesses, and other stakeholders to address climate risks through joint action.   2. Strengthen monitoring systems to measure impacts and cost-effectiveness of climate adaptation and resilience building investments in target districts.   3. Support effective district coordination mechanisms for harmonization and coherence of climate adaptation-resilience interventions.   4. Integrate climate change action into the District Development Plan, sector plans and budgets   5. Enhance awareness at all levels of climate adaptation practices, through various dissemination media.   6. Support the formulation, dissemination and enforcement of policies and by-laws in communities that contribute to climate adaptation.   Output 2: Strengthened Integrated Catchment Management   * 1. Rehabilitate and expand small-scale integrated water systems in accordance with national catchment management guideline and district plans.   2. Strengthen inclusive community engagement in catchment-based landscape restoration, hillside and riverbank protection, environmental protection, establishment of household energy woodlots using fast growing species etc   3. Implement ICM interventions i.e. Natural regeneration, afforestation and re-afforestation on bare areas, reclaim gullies, rain water harvesting, vetiver planting, construction of marker contour ridges and manure making   4. Support implementation of catchment management plans in accordance with national guidelines on integrated catchment management   Output 3: Adaptive capacity of vulnerable households strengthened and exposure to climate risks reduced   * 1. Facilitate community-driven prioritization of climate adaptation actions and codify into Village Action Plans (VAPS) for communities where vulnerabilities are highest and where the need for climate resilience is greatest.   2. Expand business development support services for forest- and nature-based enterprises to diversify sources of household and community income and incentivize sustainable natural resources management.   3. Enhance social marketing and behavior change communications to promote adoption of climate resilient livelihood practices.   4. Conduct extension services to impart skills and knowledge in climate adaption to households (including irrigation activities, agriculture diversification, fishponds).   5. Establish and support community level Early Warning Systems.   Conduct climate adaptation and livelihood demonstrations i.e. 5.1 High water user efficiency irrigation, Value addition for regeneration (bee keeping, Demonstration of Alternative Energy sources, VSLA/COMSIP, Small stock) |

1. The primary stakeholder of the CRIM projects was the government of Malawi, with the EAD under the Ministry of Natural Resources and Climate Change serving as the implementing partner. Additional partners included District Councils within the Ministry of Local Government and Rural Development in Kasungu and Mzimba, the Department of Land Resources Conservation, the Department of Irrigation and Water Development under the Ministry of Agriculture, Irrigation and Water Development, and the Department of Forestry, also under the Ministry of Natural Resources, and Climate Chnage.

# Chapter 2: Methodology, Limitations and Ethical Considerations



## Evaluation Methodology

1. The data collection approach for the evaluation was designed to build upon the issues identified in the Inception Report (IR), with necessary adjustments made to accommodate the specific context of the evaluation. The methodology centered on the primary evaluation questions, following the DAC criteria, with a focus on relevance, coherence, effectiveness, coverage, efficiency, impact, and sustainability. Gender equality and women's empowerment (GEWE) along with equity issues were identified as critical thematic areas within the evaluation framework, aligning with standard practices for UNDP-led evaluation procedures. This alignment facilitates the cross-referencing of findings and methodologies. Annex 2 provides detailed connections between the evaluation criteria and the questions posed. Key Informant Interviews (KIIs), In-depth Interviews conducted during fieldwork and with significant national stakeholders aimed to evaluate the selection and participation processes of beneficiaries in resilience initiatives. The consultants methodology adhere to the United Nations Evaluation Group (UNEG) Norms and Standards[[19]](#footnote-19). The sampled respondents are presented in Annex 6.
2. The evaluation focuses on identifying lessons learned, best practices, and accountability. Within this framework, the intended end-users and stakeholders were recognized and their insights were sought to influence and refine the evaluation's conclusions.
3. The evaluation employed a mixed methods (MM) approach, integrating both quantitative and qualitative strategies for theory development, data gathering, analysis, and interpretation, as outlined in the IR. Data collection encompassed a blend of primary and secondary sources, utilizing techniques such as desk reviews, in-depth interviews with CRIM project beneficiaries, key informant interviews, focus group discussions, and direct observation of the project’s on-the-ground performance. Primary data was sourced from key informant interviews with stakeholders in the CRIM project's implementing district councils, EAD representatives, UNDP staff, Flanders staff and through focus group discussions with beneficiaries. The main goal of this approach was to enhance the reliability and validity of the data, findings, and recommendations, aiming to deepen understanding of the mechanisms through which program outcomes and impacts were realized and how the project's context influenced these outcomes. Annex 3 provides guidance on the evaluation methodology, while Annex 4 details the data collection tools used.
4. The evaluation deployed several instruments to collect quantitative and qualitative data. The instruments and methods the consultant used include:
   * + Checklist for desk review
     + Checklist for Focus Group Discussions (FGD)
     + Checklist for Key Informants Interviews (KII) and In-depth Interviews (IDI) - Including CRIM beneficiaries, District council officers, UNDP Staff, EAD Staff etc
5. Desk reviews of Annual Work Plans (AWPs), progress reports and all other project related documents were the primary methods for collecting quantitative data. In close collaboration with UNDP evaluation team of staff, the consultant developed guides and tools for fieldwork use. Checklists for FGDs, KIIs and IDI steered the conversations and interviews with community members and stakeholders at both district and national levels. The consultant and UNDP evaluation team of staff also joined forces to review and refine the data collection tools.
6. The evaluation sought to examine the connections within the results chain of the CRIM project, evaluating whether it successfully laid the groundwork for well-equipped district councils and resilient communities. It looked at sustainability in terms of the project's goals within its timeline at the point of evaluation. The emphasis of this evaluation was on identifying best practices for replication and understanding processes. To this end, the stated DAC criteria served as the foundation for assessing the project's performance.
7. GEWE and human rights considerations were integral to every aspect of the evaluation, encompassing design, tools, implementation, analysis, results, recommendations, and the application of findings. This approach included evaluating the incorporation and ongoing reporting of GEWE objectives and principles within the project design, ensuring alignment with UNDP's overarching goals for gender and women's empowerment. Data collection instruments were carefully designed to respect respondents' rights, deliberately avoiding requests for personal or sensitive information. Additionally, to ensure safety, the consultant committed to concluding data collection activities by 5 pm daily, allowing respondents to travel home in daylight. Prior to starting interviews, consent was obtained from all respondents, and participation was entirely voluntary, with no pressure exerted on those who chose not to participate. Data confidentiality during the analysis phase was rigorously maintained by limiting access to the collected data exclusively to authorized UNDP personnel. This measure ensured that sensitive information remained protected, preventing unauthorized access and maintaining the privacy and security of respondent data.

## Limitations

1. The evaluation faced a significant limitation related to its timing, as it was conducted a year after the project had concluded. Consequently, the consultant was unable to consult all key stakeholders involved in the project's implementation. For example, local NGOs that had played a vital role were no longer present at the time of the evaluation, and some staff members had left the district councils. Additionally, recalling detailed information about the project's execution proved challenging for some beneficiaries. Despite these obstacles, the consultant, supported by UNDP staff, managed to overcome these issues through the triangulation of information from various sources, ensuring a comprehensive and evidence-based analysis. This approach allowed the consultant to meet the evaluation's objectives reliably, based on the available data.

## Ethical Considerations

1. The evaluation adhered to the ethical standards and norms set by the UNEG. It was the responsibility of the consultant to maintain and ensure ethics throughout all phases of the evaluation process. While no specific ethical issues arose during the evaluation, several precautions and measures were implemented to uphold ethical standards. These included obtaining informed consent from all KIIs, IDIs and participants in FGDs using a standard script for verbal consent; safeguarding the privacy, confidentiality, and anonymity of all participants; maintaining cultural sensitivity; respecting participants' autonomy; and ensuring that the evaluation did not cause harm to the participants or their communities.
2. The evaluation's approach, methodology, and execution strictly followed the fundamental humanitarian principles of impartiality and operational independence. To ensure impartiality, the evaluation utilized a wide range of information sources across various stakeholder groups as listed in Annex 6, including the project beneficiaries.
3. This report is designed to fully adhere to UNDP's quality assurance standards, incorporating these standards at every stage. Initially, the consultant integrated these standards, which were then reviewed internally by UNDP evaluation managers

# Chapter Three: Evaluation Findings

1. Below, the evaluation findings are presented along with the evidence supporting them. These findings are organized around seven central evaluation questions and thematic criteria.

## Evaluation Criteria: Relevance

**Evaluation question 1: To what extent are the project outcomes congruent with the operational program strategies, country and regional priorities and UNDP Country Programming Framework?**

**EQ1- Overaching observation:**

**Throughout the implementation period under review, the outputs of the CRIM project maintained their validity. The project continued to align with current national policies and strategies.**

**Sub-Question 1.1: Was the project design appropriate for delivering the expected outcomes? To what extent are the project’s objectives and components, clear, practical and feasible within the timeframe? Were gender considerations and rights based issues integrated thoroughly into the design and implementation of the project, ensuring equitable participation and benefits for all genders and considered scalability?**

1. **Finding 1.1a: CRIM project closely aligned with the resilience strategies and policy goals of the GoM, in harmony with the UNDP country programming framework.**
2. CRIM project was structured to ensure it underpinned the objectives of GoM and UNDP strategic policies. The NRS which is an overaching resilience strategy places emphasis on four components: (1) resilient agricultural growth; (2) risk reduction, flood control and early warning and response systems; (3) human capacity, livelihoods, and social protection; and (4) catchment protection and management. CRIM components were aligned to the NRS pillars and CRIM project has contributed greatly to the realisation of the NRS pillars, according to several key informant interviews. Specifically, the project's interventions such as goat keeping, beekeeping, and the development of irrigation schemes supported Pillar 1 by enhancing agricultural resilience and productivity. Additionally, the establishment of Village Savings and Loan (VSL) groups bolstered Pillar 3 by promoting financial inclusion and resilient livelihoods, providing community members with vital access to financial resources for developing human capacity and enhancing social protection mechanisms. These initiatives were aligned with operational strategies aimed at improving community resilience and economic sustainability, demonstrating the project's effective integration into broader strategic goals.
3. CRIM project Output 1 was instrumental in capacity building of district councils in the integration of climate adaptation into district development plans, budgets and service delivery as well as strengthening the monitoring and evaluation systems of the councils. As a project output, it is in support of the government agenda on achieving SDG number 13 thus, enabling the district councils to respond and manage climate risks at district and community levels. In addition to this, the CRIM project enhanced the capacity of several district council officers, particularly through the training and utilising council technical experts like irrigation engineers, reflects a commitment to sustainable development and institutional strengthening, core aspects of the UNDP's programming framework​.
4. CRIM project Output 2 had interventions aimed to enhance climate resilience, protect watersheds, and strengthen household resilience to climatic risks such as, improving soil and water conservetion, increase land under irrigation and increased land under natural regeneration as well as re-afforestation. This reflected good alignment with broader environmental and developmental strategies and indicated in the National Climate Change Management Policy[[20]](#footnote-20)​​. The project's interventions, including irrigation, were aligned with the SDGs, specifically targeting hunger and poverty alleviation. Moreover, activities like water supply not only supported irrigation but also contributed to the goal of water for all, resonating with national priorities and SDGs​​.
5. Output 3, which ensured adaptive capacity of vulnerable households was strengthened and exposure to climate risks reduced, was aligned to several SDGs. The project supported the district councils to improve the adaptive capacities of the community members to climate change, through innovative alternative and sustainable livelihoods and income generation activities while taking into consideration the traditional knowledge and capacities in the communities. This output directly supported SDG 1 (No Poverty), particularly indicator 1.5, aimed at building resilience and reducing vulnerability to climate-related extreme events. It was also aligned with SDG 13 (Climate Action), focusing on indicator 13.1, which emphasizes strengthening resilience and adaptive capacity to climate-related hazards. Through these alignments, the project addressed crucial economic stability and climate resilience challenges, enhancing the long-term sustainability of vulnerable populations.
6. Gender inclusivity was a significant focus, with the project aiming to empower women and ensure their participation in decision-making processes, thereby aligning with national and regional gender policies and the SDGs​​. Furthermore, The project's emphasis on gender equality and climate resilience aligns with the UNDP's priorities of promoting inclusive growth and sustainable development. By integrating gender considerations into climate resilience activities, the project sought to address both environmental challenges and gender disparities​​.
7. The CRIM project is strategically relevant to the policy context in Malawi, aligning with both UNDP and GoM resilience policies. It supports the achievement of outcome 1.3 of the United Nations Development Assistance Framework (UNDAF), which focuses on ensuring that targeted populations in selected districts benefit from effective management of the environment, natural resources, climate change, and disaster risk. This effort contributes significantly to various Sustainable Development Goals (SDGs), including SDG 1 to end poverty, SDG 2 to promote sustainable agriculture, SDG 11 to enhance urban resilience, and SDG 13 to combat climate change. The project is developed through extensive consultations with the government and various stakeholders to ensure alignment with national development priorities and strategies. CRIM is designed to enhance resilience to climate-related hazards detailed in Malawi's development agenda, focusing on mitigating vulnerabilities such as droughts, floods, and shifts in rainfall patterns. CRIM's relevance extends to its alignment with the National Resilience Strategy (NRS), which includes initiatives aimed at strengthening resilience to various stressors over the short and long term. It plays a crucial role in agricultural resilience by enhancing irrigation infrastructure and providing technical assistance to smallholder farmers. Furthermore, the project's activities align with the objectives of the National Climate Change Management Policy[[21]](#footnote-21), integrating climate change considerations into development planning at all levels—local, district, and national—to support Malawi’s socio-economic growth and sustainable development. Additionally, CRIM aims to enhance resilience at the district and community levels across two targeted districts in the long term. It focuses on reducing disaster losses, encompassing human lives and the social, economic, and environmental assets of the communities and districts involved. Within its framework, CRIM includes components focused on early warning systems, infrastructure development, and community-based disaster preparedness programs, effectively supporting the goals outlined in the National Disaster Risk Management Policy[[22]](#footnote-22). Furthermore, Malawi’s Nationally Determined Contributions (NDCs)[[23]](#footnote-23) under the Paris Agreement emphasize the need for increased capacity in climate change adaptation, particularly in rural areas where the impacts of climate change are most acutely felt. The CRIM project's focus on integrating climate adaptation into district development plans and enhancing local governance capacities aligns with these commitments. The project helps operationalize these NDCs by providing practical examples and methodologies for achieving enhanced adaptive capacity at the local level, which can inform national policy and action plans. Finally, CRIM project supports and enhances the National Agricultural Policy[[24]](#footnote-24) by focusing on critical areas such as sustainable irrigation, climate resilience, and technical support to farmers, which are crucial for achieving the policy goals of sustainable agriculture and food security in Malawi. This synergy between project activities and national policy objectives demonstrates a cohesive effort to address the agricultural challenges faced by the country in the face of climate change. These integrated approaches ensure that CRIM not only aligns with but actively supports the overarching policy frameworks aimed at resilience building in Malawi.
8. The interventions of the CRIM project consistently aimed to align with the GoM’s policy framework, which is supportive and in line with the priorities outlined in the UNDP's CPF. This alignment has proven to be effective. During consultations with all stakeholders from the GoM, UNDP and beneficiaries attested to the significant resilience-building efforts carried out by the CRIM project. One notable observation made by GoM stakeholders was that although the CRIM project had a relatively short duration compared to other projects, its impact on the ground was evident. However, there is a recognized need for scaling up efforts to fully address the existing challenges faced by the country, especially in the two targeted districts.
9. **Finding 1.1b: Was the project design appropriate for delivering the expected outcomes? To what extent are the project’s objectives and components, clear, practical and feasible within the timeframe?**
10. The project had an overarching objective consisting of three outputs, each supported by multiple interventions aimed at building resilience to climate risks of the district councils and communities. KIIs with district council officials indicate that the project is considered relevant and appropriate. It served as a platform for collaboration between UNDP and the District councils highlighting the value-added aspect of a coordinated approach to success. Consultations revealed that the project design was largely suitable for achieving the expected outcomes. Its objectives were clear and feasible within the allotted timeframe, aligning well with both the National Development Agenda of Malawi Agenda 2063, SDGs, UNDP CPF and other related policies and strategies. Addressing crucial issues such as environmental sustainability, poverty alleviation, and climate action, the project aimed to contribute significantly to Malawi's development context.
11. Through Output 1 (Enhanced Climate Resilience for District Councils): The objectives and activities were practical and feasible, focusing on capacity building at the district council level and the integration of climate change adaptation tools into planning processes. This approach ensured that future projects and resources would directly address climate challenges identified at the district level. CRIM offered technical assistance to help the district councils incorporate climate change adaptation interventions/issues into their district planning tools and sector plans. Additionally, it aimed to strengthen the monitoring and evaluation systems of the councils where a total of 100,000 USD was allocated to cover the 4 years of implementation[[25]](#footnote-25). As a result, district councils have been able to integrate climate change into their central budgets, ensuring a more effective response to and management of climate risks at both district and community levels. Moreover, Output 1 of CRIM contributes to enhancing Malawi's resilience interventions.
12. Output 2 (Strengthened Integrated Watershed Protection): The objectives and activities under this output were also practical and feasible. The project achieved significant coverage in natural regeneration, reforestation, and land resource management, demonstrating a clear alignment with the goal of integrated watershed protection. Thus, the project developed 11 Catchment Management Plans and rehabilitated numerous hectares of land, with over 950 hectares protected under participatory forest management plans. Additionally, it established five solar-powered irrigation schemes across 60 hectares, benefiting over 600 people, which enhanced community resilience and reduced environmental impacts. Hence evident that the project was responsive to the demands of farmers to increase agricultural production amidst climate change, focusing on ecosystem management, land restoration, and improving the productivity of crops and animals. Nature-based enterprises were introduced to incentivize community engagement in conservation efforts, addressing both livelihood improvement and climate resilience.
13. From Output 3 (Household Resilience to Climate Risks, the project design optimally enhanced the adaptive capacity of vulnerable communities, equipping them with the knowledge and tools to manage, monitor, and respond to climate change. From the documentation and field consultations, it is evident that the project promoted economic resilience through diversified livelihoods like beekeeping, goat rearing, and fish farming, significantly reducing climate vulnerability. It established 112 VSLAs with over MK72 million in circulation and supported the development of five fishponds, assisting 91 farmers in their own pond construction. Additionally, it founded 22 beekeeping clubs, enhancing economic status and forest management. Thus, the project emphasized capacity building, the decentralization of project management, and community engagement in adaptation planning and action. This output focused on improving household resilience to climate risks through a holistic approach that included income diversification, the introduction of climate-smart agricultural practices, and the promotion of nature-based enterprises. The objectives and activities were practical, feasible, and consistent with the overall goal and intended impacts, contributing to the stabilization of incomes and enhancing the resilience of vulnerable households.
14. Although the three outputs were clear and feasible, the indicators for these outputs were sometimes vague and require a more precise definition in future similar projects. For instance, indicator number 2.1, which states 'percentage of forest cover (ha),' lacks specificity. It raises the question: What amount of land under trees is sufficient to restore a catchment area? The monitoring and evaluation team should ensure that the objectives and associated indicators are Specific, Measurable, Achievable, Realistic, and Time-bound (SMART). As indicated in the annual reports, the project managed to track progress against sub-activities rather than indicators, suggesting that tracking some of the indicators posed challenges.
15. Through the consultations, it was noted that there was minimal engagement with the Flanders Malawi office. This was evident by project reports sent to The Government of Flanders Brussels office without the knowledge of the Malawian country office. This arrangement created a distance from the doner and the implementing agencies and posed a risk where essential feedback and or engagement was not provided. For future similar projects, the donor must deliberately put reporting structures that include the donors’ Malawi office.
16. **Sub-Question 1.2: Were gender considerations and rights based issues integrated thoroughly into the design and implementation of the project, ensuring equitable participation and benefits for all genders and considered scalability?**
17. **Finding 1.2a: The integration of gender considerations and rights-based issues into the project's design and implementation was evident in several aspects, highlighting efforts to ensure equitable participation and benefits for all genders, as well as considering scalability.**
18. The goal of the CRIM project was to build resilience of communities in Mzimba and Kasungu Districts. Based on the detailed discussions provided from all the consulatations regarding the project, it is evident that gender considerations and rights-based issues were acknowledged and integrated into the project's design and implementation, albeit with varying degrees of success and challenges. For instance, it is evident from the respondents that there were efforts to ensure gender-responsive project design and implementation. The project deliberately integrated gender considerations to bolster women's involvement in decision-making processes and activities, aligning with national, regional, and international frameworks like the SDGs and Malawi's Agenda 2063, which prioritize gender equality and empowerment. Its design incorporated gender-sensitive strategies to prevent the reinforcement of existing gender inequalities, promoting equal participation of all community members in project activities and fostering inclusivity and a collective sense of ownership. Furthermore, the project emphasized gender inclusivity by addressing women's specific needs and vulnerabilities, particularly concerning climate change and sustainable agriculture. Through involving women in goat keeping, beekeeping, soil conservation and irrigation efforts, it aimed to strengthen the resilience of vulnerable communities, including women, against climate change by enhancing their capacity to manage, monitor, and adapt to environmental changes effectively. For example in Kasungu[[26]](#footnote-26), during the engagement meetings for the Kaherere irrigation scheme management, the group comprised 12 males and 22 females, including local leaders. This group developed a community action plan at the end of their training, which is now being implemented by the community with technical support from EPA extension workers and district teams.
19. The project implicitly adopted rights-based approaches by prioritizing community engagement and participation, aligning with the principles of transparency, accountability, and inclusivity. It sought to work closely with local governance structures, tailoring project activities to the specific demands and needs of the communities it served. Furthermore, the initiative focused on ensuring community members' rights to access sustainable and clean energy sources, such as solar-powered irrigation systems, and safe drinking water. This approach was in harmony with international human rights standards and environmental sustainability objectives, demonstrating a commitment to integrating these critical aspects into the project's design and implementation.
20. Efforts to ensure equitable participation were highlighted by the project's approach to beneficiary selection and engagement. This included balancing gender representation among project participants and leadership roles within community groups, thereby promoting gender equality in project benefits​​ (Box 1). Training and capacity-building efforts were designed to include and perhaps even prioritize the participation of women and other marginalized groups. This approach aimed to empower these groups with knowledge and skills for improving their livelihoods and resilience to climate change, thereby addressing both gender considerations and rights-based issues.

|  |  |
| --- | --- |
| Box 1    Training of frontline staff in progress at Kaluluma EPA | Meeting with farmers on land use agreement at Mgonafisi Irrigation Scheme in Kaasungu |

1. The projects seemed to be keenly aware of the potential for conflicts, especially regarding the use of resources between users and non-users. Efforts to manage these conflicts and engage the community in decision making processes included considerations for equitable participation across genders and social strata, ensuring that the rights and needs of all community members were addressed. In addition the project relied on decentralized structures to address any grievances that emanated during the corse of project implementation. Some of these structuresare; Village Development Committees (VDC), Village Natural Resource Management Committee (VNRMC), Civil Protection Committee (ACPC), Village Agriculture Committee (VAC) and Village Civil Protection Committees (VPC). The Village level committees comprise of community members of the village and enable the collective community expression and information sharing.
2. **Finding 1.2 c: Despite the project documentation and consultations focusing extensively on integrating gender considerations and rights-based issues, there was less explicit mention of scalability. However, the project's emphasis on building local capacity and replicating successful initiatives, like solar-powered irrigation systems in similar communities, indicates an inherent focus on scalability within its design and implementation strategy. Encouraging community ownership and viewing development as a sustainable business model rather than mere humanitarian aid suggest a scalable approach that ensures the centralization of gender considerations and rights-based issues in the project's legacy.**
3. The documentation and consultations extensively covered the integration of gender considerations and rights-based issues but was less explicit about scalability. Nonetheless, the emphasis on building local capacity at both community and institutional levels hints at an inherent focus on scalability. This implication is particularly apparent in the project's inclination towards replicating successful initiatives, such as solar-powered irrigation systems, in other communities encountering similar challenges, suggesting that scalability, though not directly addressed, was a fundamental aspect of the project's design and implementation strategy. Encouraging community ownership over project interventions and emphasizing development as a business rather than a humanitarian aid approach suggests a sustainable model for continued benefits. This model, scalable in nature, ensures that gender considerations and rights-based issues remain central to the project’s legacy, with mechanisms like community reserves for maintenance and replication of successful interventions.
4. Using the evaluation analysis criteria in Annex 8 , this evaluation criteria on relevance was mostly achieved as the CRIM project was highly relevant, aligning well with national strategies and priorities, particularly in addressing the impacts of climate change and enhancing community resilience. It showed a strong alignment with the SDGs 1, 2, 11 and 13 and national development agendas such as Malawi Agenda 2063 as well as the UNDP CPF
5. The documentation and consultations extensively covered the integration of gender considerations and rights-based issues but was less explicit about scalability. Nonetheless, the emphasis on building local capacity at both community and institutional levels hints at an inherent focus on scalability. This implication is particularly apparent in the project's inclination towards replicating successful initiatives, such as solar-powered irrigation systems, in other communities encountering similar challenges, suggesting that scalability, though not directly addressed, was a fundamental aspect of the project's design and implementation strategy. Encouraging community ownership over project interventions and emphasizing development as a business rather than a humanitarian aid approach suggests a sustainable model for continued benefits. This model, scalable in nature, ensures that gender considerations and rights-based issues remain central to the project’s legacy, with mechanisms like community reserves for maintenance and replication of successful interventions.
6. Using the evaluation analysis criteria in Annex 8 , this evaluation criteria on relevance was mostly achieved as the CRIM project was highly relevant, aligning well with national strategies and priorities, particularly in addressing the impacts of climate change and enhancing community resilience. It showed a strong alignment with the SDGs 1, 2, 11 and 13 and national development agendas such as Malawi Agenda 2063 as well as the UNDP CPF.

## Evaluation Criteria: Coherence

**Evaluation question 2: Was the project consistent and complementary with other interventions enhancing and building climate resilience for the poor and vulnerable groups in the targeted districts? Did the project interventions duplicate existing similar interventions in the targeted areas and were there any collaboration with similar interventions?**

|  |
| --- |
| **EQ 2 Overaching Observetaion:**  **The project was designed and implemented in a manner that ensured consistency and complementarity with other climate resilience initiatives in the targeted districts. While the project fostered collaboration with similar interventions, there was careful consideration to avoid duplicating efforts. The focus on integrated approaches, community engagement, and capacity building highlights the project's commitment to enhancing resilience among the poor and vulnerable groups in a sustainable and inclusive manner.** |

**Sub-question 2.1:** **Was the project consistent and complementary with other interventions enhancing and building climate resilience for the poor and vulnerable groups in the targeted districts?**

**Finding 2.1a**: **CRIM contributed to and supported existing GoM coordination mechanisms for implementing resilience interventions at various levels through the district councils.**

1. In the CRIM project document, coordination between UNDP, EAD and district councils is outlined, with UNDP’s internal structure managing ongoing operations and collaborating externally with GoM for resilience interventions. UNDP’s central team along with district project officers in the two districts, oversaw the project. The EAD as a lead implementing agency manages the on- going overall multi-sectoral coordination of the resilience activities at the district councils. The project, through its participatory design, emphasise on decentralization, and focus on climate resilience, appears to have been strategically aligned with national priorities and sensitively attuned to the potential for duplication or conflict with existing initiatives. The detailed responses from project coordinators and UNDP personnel indicate a concerted effort to integrate the project within the broader development framework of Malawi, leveraging synergies where possible and carefully navigating the complexities of implementing comprehensive climate resilience initiatives in a context of numerous overlapping efforts. While there is always room for enhanced coordination and efficiency, the CRIM project exemplifies a thoughtful approach to contributing to Malawi's climate resilience and development goals.
2. From the responses, there doesn't appear to be a significant conflict or contradiction between the CRIM project's strategy and existing initiatives. Instead, the project's approach emphasizing development as a business, prioritizing gender inclusivity, and fostering synergies with government programs exemplifies a harmonious integration into the broader landscape of development and climate resilience efforts in Malawi. The acknowledgment of challenges, such as the delay in funds disbursement, lack of coordination budget for EAD, poor relationship between UNDP coordination unit and the district concils at the on-set of the project especially in Mzimba and the need for improved procurement processes, highlights areas for improvement rather than fundamental conflicts with other initiatives and stakeholders.

**Sub-Question 2.2: To what extent did the project complement existing initiatives?**

**Finding 2.2: CRIM project approach built on UNDPs combined experiences of working with District councils to ensure integration of resilience budgets into the district councils budget.**

1. Concerning the duplication of efforts, while the interviews did not explicitly mention instances of overlap with other projects, the CRIM project's design seems to have been mindful of the existing landscape of development initiatives, aiming to fill gaps rather than overlap with ongoing efforts. The focus on demand-driven approaches, informed by community consultations, further suggests an attempt to tailor the interventions to specific unmet needs within the targeted districts​​​​.
2. There was evident collaboration with other stakeholders and development partners. For instance, the project engaged in joint missions and discussions with organizations like FAO and other NGOs, indicating efforts to synchronize activities and leverage synergies​​. However, there were instances where technicalities required discussions to improve complementary efforts, particularly when project components implemented by other partners did not fully embrace climate-smart practices endorsed by the CRIM project​​. Nonetheless, specific components like beekeeping and irrigation schemes had similar initiatives by other entities, however the CRIM project's unique contributions was its focus on sustainability, ownership, and environmental consciousness..
3. As observed in several KIIs there is a high degree of confidence and trust in the UNDP to assist GoM to move the resilience agenda in the right direction. However, some concerns were raised on what is perceived to be a deviation from their traditional respective UNDP mandate into a more implementation and operational role. Something that was expressed is not always relevant, appropriate or cost effective. While these points may be relevant points, there is a diminishing pool of donors in the resilience sector, as evidenced by phasing out of projects by other non-governmental organisations that were stakeholders during the implementation of the CRIM project. With the current donor dependency on bolstering resilience interventions more needs to be done to effectively advocate and lobby government to increases its financial contribution to the resilience Sector. This asit is argued by several district council officers, is a necessary role that UNDP agencies should be investing more energy towards.

## Evaluation Criteria: Effectiveness

**Evaluation Question 3: To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributed/attributed to the action, and what factors contributed to achieving or not achieving project outcomes?**

|  |
| --- |
| **EQ3- Overarching observation:**  **The CRIM project was largely effective in making progress towards its planned outputs and outcomes. It successfully integrated climate change adaptation into district planning and management processes, strengthened catchment management, and enhanced the resilience of vulnerable households. Factors contributing to its success included comprehensive training programs, effective partnerships, and innovative approaches to livelihood diversification. However, challenges such as the impacts of COVID-19 and the incomplete formation of certain community associations such as the Water Users Associations (WUAs) highlight the need for continued efforts to ensure the sustainability and scalability of the project's achievements.** |

**Sub-question 3.1**: **How significantly did the project itself contribute to the attainment of its main outcomes, and what role did management, administrative, and oversight mechanisms play in the efficient realization of these results?**

1. **Finding 3.1 a: The CRIM approach, setting out its interventions to align with a corner stone of GoM policy on building resilience of communities, was broadly successful. Given its strategic importance CRIM has made a significant contribution to providing the GoM with the potential basis for resilience interventions that can be replicated to scale.**
2. CRIMs ToC (Annex3) development objective sets out a commitment “to increase resilience, enhance livelihoods and reduction in number of vulnerable households to climate risks”. This statement clearly aims to align the CRIM to, and is influenced by, the GoM’s resilience agenda. Within the limited scope and duration of the CRIM a more realistic time bound development objective may have served to better define an incremental step change that the CRIM envisaged and anticipated could be achieved by the end of the 4-year project. However, there is evidence to suggest that the interventions under output 1; improve capacity of district councils for integration of climate adaptation into district development plans, budgets and service delivery may lay the foundations for district councils in Malawi to achieve and aspire to enhanced quality of life with improved resilience to shocks.

1. From the project document, EADs role from the project document, EADs role was to manage the project, ensure efficient and effective implementation of the project, monitoring and evaluation of project interventionsin accordance with UNDP rule and regulation, policies and procedures under NIM. As for CRIM it meant oversight of programme delivery, monitoring and evaluation, fiduciary supervision was administered in accordance with UNDP procedures applicable for ‘support to national implementation modality’. Funds were administered to districts through a separate UNDP project account based on the UN Harmonized Approach for Cash Transfers (HACT). Hence, from the documentation provided as well as the consultations it shows that EAD at central level relied on UNDPs support and advise to visit the districts and provide overall coordination advise and support.
2. Financial analysis indicates that money that was allocated to different activities was utilised however, there is evidence that the project contributed to improving resilience of the communities, but we cannot quantify, or clearly indicate the level of resilience achieved because the indicators laid to capture resilience were not clearly defined. EAD, would have noticed this earlier and advise on the best way to define resilience, hence, there is need to clearly define resilience within future similar interventions, as well as allocating budget line for the implementing agency so that its fully pengaged in the monitoring of activities and provides advise ontime.
3. **Sub-question 3.2**: **What internal and external factors were pivotal in determining the success or failure of achieving the intended project outputs and outcomes?**
4. **Finding 3.2: CRIM project's success was primarily influenced by robust coordination between UNDP and district-level implementing teams, effective community engagement, and the technical expertise of district council officials, all underpinned by a hands-on, adaptive approach to project management that facilitated learning and adaptation. The project's integrated systematic approach, linking watershed management with livelihood enhancement, significantly contributed to its achievements, despite external challenges like the COVID-19 pandemic which disrupted schedules. Effective project design, adaptive management, and strong community involvement emerged as key elements that helped navigate these challenges, ensuring the project's goals were met.**
5. Internally, the project's success was driven by strong coordination among UNDP and project implementing teams at district level, effective community engagement, technical expertise among district council officials, and a hands-on approach to project management that fostered learning and adaptation. The project's integrated systematic approach, which connected different components such as watershed management and livelihood enhancement, also played a significant role. Externally, factors like the COVID-19 pandemic posed challenges by delaying activities and affecting implementation schedules. However, positive external contributions included collaboration with other organizations and projects, such as FAO and CADECOM-Caritas, Plan Malawi, Malawi Red Cross Society to ensure complementary activities and avoid duplication of efforts. The project's ability to adapt to external challenges, coupled with strong internal district level management and stakeholder engagement, were key factors in its achievements
6. Based on the field consultations, there were multifarious interactions between internal startegies of managing the project, external environmental conditions, and stakeholder engagement that dertermine the success of the CRIM project. These can be summarised further to effective design of the project, adaptive management, and strong community involvement which arose as key elements in overpowering challenges and achieving goals of the project. Based on the interview with desk officer, several internal and external factors were pivotal in determining the success or failure of achieving the intended project outcomes:
   1. The staff deployed by UNDP i.e 2 disctrict coordinators along side adiminstrative officers and the general leadership at the council were key contributors. A good working environment and team spirit among the council and UNDP staff facilitated smooth project implementation​​.
   2. The management's support, especially from the district commissioner and directors, was crucial. They were willing to make financial arrangements to ensure continuity of project activities, showcasing flexibility in dealing with funding challenges​​.
   3. External factors contributing to success: The project was implemented during the COVID-19 pandemic, which posed challenges to its execution. However, innovative management strategies were applied to adapt to the restrictions and continue implementation effectively​. For instance, Output 2, demonstrated significant success as it remained largely unaffected by the pandemic hence managers concentrated its efforts on this output. This is evidenced by the fact that most activities under this output did not require large gatherings and were implemented normally while adhering to COVID-19 prevention measures.
   4. Participation and ownership by the project participants were noted more in Kasungu and relatively low participation in Mzimba. From the documentation provided, it was noted that that the project could not accommodate some participants in Mzimba. For instance, during the coordination meeting on 09/11/2022[[27]](#footnote-27) , the primary focus was on enhancing the effectiveness of the project and addressing persistent challenges in Mzimba as it approached its conclusion in December 2022. These challenges included minimal community engagement due to underutilization of irrigation systems due to in sufficient water supply and unfinished community fish ponds. Regardless of the challenges, the engagement of communities from the early stages led to a deep understanding and commitment to the project's objectives, contributing significantly to its outcomes​​.
7. **Sub-Question 3.3: : How has the project progressed towards achieving its objectives to ensure the target population were adequately identified and what factors influenced the coverage and reach of the project interventions?**
8. **Finding 3.3a : The project has made substantial progress towards achieving its objectives, significantly influenced by a robust participatory approach in identifying the target population and the strategic factors that influenced the coverage and reach of its interventions.The project's progress towards its objectives was facilitated by a comprehensive strategy that combined effective target population identification with adaptive management to address internal and external challenges, ensuring broad coverage and meaningful impact on the ground**
9. The project utilized existing local governance structures and participatory methods to ensure the effective target population which comprised of all marginalised groups was accurately identified, prioritizing the involvement of local leaders and community representatives (VCPCs, ADC, VDC etc) in the selection process. This approach ensured that interventions were demand-driven and tailored to the specific needs of the communities, aligning with national development priorities and the SDGs.
10. Gender inclusivity and the representation of vulnerable groups were emphasized, with community development and gender experts playing a pivotal role in ensuring that interventions were accessible to and effectively reached women, youth, and other marginalized groups directly or indirectly, thus promoting equitable participation and benefits.
11. **Finding 3.3b:** **The budget and utilization table provides a financial lens through which to evaluate the project's effectiveness. It shows how financial planning and management support the strategic implementation of activities across different phases of the project, contributing to the overall goal of building climate resilience in Malawi. The financial phasing of the CRIM project, characterized by strategic initial investments followed by gradually decreasing allocations, appears to have been largely effective in maximizing the use of resources for optimal project performance. The approach of front-loading funding in the early stages for capacity building (Output 1) and critical infrastructural developments (Output 2) likely helped establish a robust foundation that enabled the project to transition into more sustainable, community-led activities towards its later stages. This strategic financial management allowed for intensive initial work that was necessary to kickstart the project, with subsequent decreases in funding reflecting a move towards project maturation and sustainability, where communities began to take more ownership and reliance on external funding diminished. However, increasing the investment in community engagement and support during the later stages of the project could further strengthen long-term sustainability. These adjustments could potentially enhance the project’s impact and resilience, ensuring that financial resources are not just well spent, but are also adaptable to changing circumstances and continuously aligned with evolving project needs.**
12. Table 2 presents a detailed overview of the financial distribution and expenditure for CRIM project over four years, from 2019 to 2022. The table categorizes the budget into three main outputs and two management categories, providing insights into the project's financial priorities and the effectiveness of fund utilization over time.
13. The first output, focused on enhancing the capacity of district councils, the budget allocation shows a decreasing trend, starting at $225,000 in 2019 and reducing to $60,000 by 2022. This suggests a strategic front-loading of financial resources at design stage to establish a strong foundation of capacity building and training at the project's outset, with a planned reduction in funding as the project matures, reflecting an initial intensive investment in training and capacity enhancement activities.
14. The second output, aimed at strengthening integrated catchment management, exhibits a different financial pattern. After an initial allocation of $145,000 in 2019, the budget peaks at $360,000 in 2020, indicating a significant year of activity and investment in catchment management efforts. This peak corresponds to critical project activities such as the development and rehabilitation of irrigation schemes as well as the formulation of catchment management plans, which require substantial financial input. The subsequent slight decrease and then a more substantial reduction in 2022 to $110,000 reflect the completion of major infrastructural projects and a shift towards community engagement activities.
15. For the third output, which focuses on strengthening the adaptive capacity of vulnerable households, the budget reflects a commitment to supporting sustainability and resilience at the community level. Starting with an allocation of $265,000 in 2019, the budget increases to $360,000 in 2020 and remains relatively high throughout the project duration. This sustained financial support underscores the project's emphasis on long-term community resilience and livelihood diversification as central components of climate adaptation.
16. Project management and general management support categories reveal the project's administrative and coordination costs, highlighting an increasing trend in project management funding. This increase aligns with the project's growing need for coordination, monitoring, evaluation, and overall management as activities expanded. The allocation for general management support, totaling $231,481.52, encompasses essential services and support functions critical for the smooth execution of the project.
17. The total budget utilized over the four-year period amounts to $3,393,519.52, with a notable 97% utilization rate in 2021. This high rate of utilization demonstrates the project's efficiency in using financial resources to achieve its planned activities during a peak year of implementation. For example, the establishment and stocking of 29 fish ponds and training programs in agricultural best practices illustrate targeted spending. While specific cost-per-beneficiary data would require detailed financial breakdowns, such metrics would provide a direct comparison to ECRP[[28]](#footnote-28), where value-for-money analyses often highlight cost per beneficiary as a key indicator. However, the available documentation did not provide a utilization percentage for 2022, which may suggest incomplete financial reporting or the final phase of project wrap-up at the time of documentation. Apart from this, ECRP's comprehensive value-for-money analysis included detailed breakdowns of cost-efficiency, cost-effectiveness, and economic impact. Comparatively, CRIM’s strategic budgeting, especially its phased expenditure aligned with project milestones and adaptive responses to external shocks such as the COVID-19 pandemic, highlights its focus on cost-efficiency. However, CRIM could further benefit from incorporating similar detailed economic impact analyses to ECRP to quantify the long-term benefits of resilience efforts against the initial investment.
18. CRIM leveraged funds from multiple sources, including UNDP and the Government of Malawi, alongside in-kind contributions and possibly other donor funds. This diversified funding strategy enhanced financial stability and reduced dependency on a single funding stream, which is a critical aspect of maintaining project viability in challenging economic times. However, interviews with several district council officers revealed the perspective that the CRIM project could have had a greater impact if its implementation had started as scheduled. The actual duration of implementation was deemed insufficient for fully fostering community resilience. While CRIM demonstrated effective fund utilization and strategic adaptability, areas for enhanced financial management were identified, such as refining administrative procedures and improving on the financial reporting especially tracking costs associated with reaching beneficiaries with each intervention. These improvements would align CRIM more closely with best practices demonstrated in projects like ECRP, which are known for rigorous financial audits and detailed cost tracking.

Table 2: CRIM Budget and Utilisation

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2019** | **2020** | **2021** | **2022** | **Total** |
| Output 1 | 225,000.00 | 160,000.00 | 135,000.00 | 60,000.00 | 580,000.00 |
| Output 2 | 145,000.00 | 360,000.00 | 340,000.00 | 110,000.00 | 935,000.00 |
| Output 3 | 265,000.00 | 360,000.00 | 250,000.00 | 155,000.00 | 1,030,000.00 |
| Project management | 70,000.00 | 116,250.00 | 106,250.00 | 141,250.00 | 617,038.00 |
| General management support |  |  |  |  | 231,481.52 |
|  |  |  |  |  | 3,393,519.52 |
| % Utilisation | 50.3 | 44 | 97 | - |  |

1. **Finding 3.3b: The CRIM project effectively reached its target audience through a decentralized approach that fostered community and district council ownership, with project coordinators ensuring responsiveness to local needs. Combining community engagement with district officials' technical expertise, particularly in sustainable agricultural practices and water management, maximized the project's impact on vulnerable households. Despite challenges like the COVID-19 pandemic, the project's flexible implementation and strategic partnerships enhanced its reach and effectiveness. This collaborative model ensured interventions were culturally tailored and technically sound, setting a foundation for lasting community resilience to climate change. By the close of the project in December 2022[[29]](#footnote-29), it directly benefited over 5,000 individuals through various interventions, translating to approximately 76% of the initially targeted population. This high percentage of direct reach demonstrates a substantial level of effectiveness in terms of engaging and impacting the primary target group. Furthermore, the project also indirectly benefited an additional 1,000 people through the spillover effects of its interventions, highlighting its broader influence and the extended impact of its activities.**
2. The success of the program in reaching its target audience was significantly influenced by its decentralized approach, which empowered district councils and communities, ensuring direct involvement and ownership of the project activities. The project's management, particularly the presence of project coordinators at the district level, facilitated close monitoring, timely feedback, and adaptation to community needs, thereby enhancing the program's reach and impact.
3. The engagement of the community alongside the technical expertise of district council officials played a pivotal role in the success of the CRIM project, particularly within the framework of Output 3, which focused on enhancing the adaptive capacity of vulnerable households and reducing their exposure to climate risks. This synergistic approach ensured that the project's interventions were not only well-aligned with the specific needs and vulnerabilities of the community but also fostered a sense of ownership and responsibility among local stakeholders, critical factors for the sustainability of outcomes.
4. A detailed example of this successful collaboration can be seen in the project's approach to implementing integrated catchment management interventions and livelihood diversification strategies. By actively involving community members in the planning and execution phases of activities such as the establishment of tree nurseries, construction of contour ridges, and the introduction of climate-resilient agricultural practices, the project leveraged local knowledge and preferences. This participatory approach was instrumental in selecting crop varieties that were not only drought-resistant but also culturally acceptable and economically viable for the communities involved.
5. Moreover, the technical expertise provided by district council officials was invaluable in areas requiring specialized knowledge, such as the development and management of irrigation schemes and water harvesting technologies. For instance, the construction of the Kanyamauli Dam in Kasungu and the expansion of small-scale irrigation systems were underpinned by expert advice and guidance from these officials. Their involvement ensured that these infrastructural projects adhered to best practices in environmental sustainability and water management, enhancing the resilience of agricultural systems to climate variability.
6. The project's focus on building capacity in non-timber forest product (NTFP) enterprises, such as beekeeping and mushroom production, is another testament to the effective melding of community engagement with technical expertise. Training sessions led by knowledgeable district council staff equipped community members with the skills needed to manage these enterprises successfully, contributing to livelihood diversification and economic empowerment. The procurement of materials and goods for these enterprises further exemplifies how technical insights can facilitate access to quality resources, thereby increasing the likelihood of project success and sustainability.
7. External challenges such as the COVID-19 pandemic impacted the program's timeline and activities. However, the program's adaptability, including adjustments to implementation strategies in response to the pandemic, helped mitigate these challenges. Additionally, collaborations with other organizations and initiatives working in the same regions fostered synergies, minimizing duplication of efforts and enhancing the program's coverage and effectiveness.
8. CRIM project's integration of community engagement with the technical acumen of district council officials across its various activities fostered an environment where interventions were not only tailored to meet local needs but were also grounded in sustainable practices and scientific knowledge. This collaborative approach not only ensured the effective implementation of project activities but also set the stage for the enduring impact of these initiatives, enhancing the resilience of Malawi's communities to the adverse effects of climate change.
9. **Sub-queastion 3.4: Have there been any unintended positive or negative effects of the project activities?**
10. **Finding 3.4a: The CRIM project significantly empowered communities by establishing VSLAs, which played a crucial role in promoting economic self-sufficiency and reducing vulnerability to climate risks. These VSLAs enabled local communities, particularly in economically marginalized groups, to access vital financial resources, which facilitated the creation of small and medium enterprises (SMEs) in sectors like irrigation farming, non-timber forest-products trade, and livestock farming. This economic empowerment extended beyond mere financial access; it fostered enterprise development and climate-smart agricultural practices, leading to improved agricultural productivity and a sustainable model of community-led development.**
11. The project significantly empowered communities through the establishment of VSLAs and the promotion of climate-smart agricultural practices. An example from the Mzimba district illustrated how women, traditionally marginalized in financial decisions, leveraged VSLAs to access loans for agricultural inputs, thereby increasing their participation in agriculture and enhancing household incomes. Additionally, the project reached an impressive milestone by benefiting over 1,000 individuals indirectly through the spillover effects of its interventions. These positive unintended effects were evidenced by the broader community adoption of climate-smart agricultural practices, which were initially introduced through VSLAs.
12. The project significantly empowered communities through the establishment of VSLAs and the promotion of climate-smart agricultural practices. An example from the Mzimba district illustrated how women, traditionally marginalized in financial decisions, leveraged VSLAs to access loans for agricultural inputs, thereby increasing their participation in agriculture and enhancing household incomes. Furthermore, the introduction of solar-powered irrigation schemes not only improved water access for agriculture but also spurred local innovation in water management, leading to increased agricultural productivity and food security. These initiatives contributed to economic empowerment beyond the primary goal of climate resilience, fostering a sustainable model of community-led development.
13. Through various capacity-building workshops, the project inadvertently facilitated a knowledge exchange platform among district council officials, technical staff, and community members. This exchange bolstered local expertise in climate adaptation strategies and sustainable agricultural practices, creating a ripple effect of knowledge sharing within and across communities. This effect was particularly noted in the construction of the Kanyamauli Dam in Kasungu, where local and external expertise converged to deliver a project that stands as a benchmark for similar future initiatives. Not only this but also, from 2020 reports,a detetailed the success of introducing drought-resistant crop varieties in Kasungu, leading to a remarkable increase in crop yield despite adverse weather conditions. This outcome not only secured food for the community but also allowed surplus production to be sold at the market, boosting local economies
14. **Finding 3.4b: CRIM project faced significant implementation delays and financial management challenges, largely due to logistical hurdles and the COVID-19 pandemic. Despite these obstacles, strategic interventions and support from district council management were instrumental in navigating these challenges, ensuring the continuation of project activities aimed at enhancing community resilience.**
15. The project experienced several delays in its implementation phase, primarily due to logistical challenges and the COVID-19 pandemic. These delays hindered the timely achievement of project milestones and affected the overall project timeline. For instance, the pandemic introduced unprecedented obstacles, forcing a shift in project strategies and delaying activities crucial for building community resilience to climate variability and change.
16. The complexities of financial management and resource allocation posed implicit challenges. For example, the decentralized approach to fund disbursement aimed to enhance local ownership but also revealed complexities in managing and monitoring financial flows efficiently. This was evident by the late disbursement of funds by UNDP, which impacted the timely implementation of project activities. However, strategic planning and support from the district council management helped mitigate this issue, ensuring that activities could proceed​​.
17. An unintended challenge arose during the construction of an irrigation scheme, leading to a conflict over water use between the irrigation scheme and the community. This was resolved by reallocating funds to provide a potable water kiosk for the community​​.
18. **Sub-question 3.5:** **Output level effectiveness; Do you think the CRIM project has contributed to building capacity of district councils in integrating climate adaptation strategies into their development plans, budgets and services? Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds? Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks? What specific examples can you site to show this contribution?**
19. **Finding 3.5a : The CRIM project has notably contributed to enhancing the capacity of district councils in integrating climate adaptation strategies into their development plans, budgets, and services**

**Building Capacity of District Councils**

1. By adopting a decentralized project coordination strategy that placed project coordinators within district councils and emphasized a bottom-up approach, the initiative significantly empowered local administrative frameworks to effectively spearhead and oversee climate resilience endeavors. This approach was complemented by facilitating training and capacity-building workshops for council staff, which covered a wide range of topics including climate adaptation planning, sustainable land management, and financial stewardship of environmental projects. Furthermore, the project's influence extended to the enhancement of District Development Plans (DDPs) by incorporating climate change adaptation strategies, thereby showcasing its pivotal role in weaving climate resilience into the fabric of local governance structures.
2. The project was successful in integrating climate adaptation into district development plans, budgets, and service delivery, enhancing the capacity of district councils to manage and respond to climate-related shocks. This included the development of District State of Environment and Outlook Reports (DSOER) and the mainstreaming of climate change into the annual work plans of district councils​​​​.

**Strengthening Integrated Watershed Protection**

1. The CRIM project made significant progress in implementing integrated catchment management practices. This included the development of irrigation schemes, promoting solar-powered irrigation, and establishing village savings and loans associations to support livelihood diversification among vulnerable households​​​​​​.
2. The project successfully developed 11 Catchment Management Plans (CMPs), established tree nurseries, and created village forest areas, leading to the rehabilitation and regeneration of numerous hectares of land under natural forest management. Moreover, it facilitated the regeneration and protection of more than 950 hectares through participatory forest management plans (PFMPs). These initiatives were aimed not only at natural regeneration and reforestation but also at promoting sustainable forestry harvesting, sustainable agricultural practices, and enhanced soil fertility within communities, all of which contribute directly to the health of watersheds.
3. Through the construction of climate-resilient infrastructure, such the development and operationalization of five irrigation schemes on over 60 hectares of land, enabling over 600 people to practice irrigation farming. This initiative not only improved food self-sufficiency but also empowered communities economically, contributing to enhanced resilience​​. In addition the irrigation schemes utilize solar power instead of fossil fuels, the project improved the management of water resources and reduced the environmental footprint.
4. Engaging communities in the planning and implementation of watershed protection efforts ensured their active participation in safeguarding their environment.

**Ensuring Environmental Sustainability and Preparedness to Climatic Shocks**

1. Efforts to strengthen the adaptive capacity of vulnerable households and reduce exposure to climate risks were evident through various interventions such as irrigation farming, enterprise development, beekeeping, and the promotion of climate-smart agricultural practices. These interventions not only improved food self-sufficiency but also enhanced economic empowerment for the households involved​​​​.
2. By building the economic and environmental resilience of households through diversified livelihood options, such as beekeeping, goat pass on program and fish farming, the project reduced vulnerability to climate shocks. It established 112 VSLAs with more than MK72 million in circulation, enabling community members to access loans for farm inputs. Gender mainstreaming efforts aimed at promoting participatory decision-making within households and among community members. Furthermore, The project promoted fish farming, developing five demonstration fishponds and supporting 91 farmers in constructing their own ponds. This initiative has helped to improve the economic status of the households involved. The project further supported nature-based enterprises by training community members in honey production and establishing 22 beekeeping clubs. These clubs, equipped with the necessary tools, have established market links outside their local areas, selling honey and improving their economic status as well as managing natural forests more effectively. Although the project succeeded in boosting agricultural production through irrigation and other interventions, connecting this increased production to markets proved challenging (Box 2). The lack of well-established value chains for agricultural produce meant that farmers often struggled to find profitable markets for their products, undermining the economic sustainability of the project's interventions.

|  |
| --- |
| **Box 2**  The challenge of linking increased agricultural production to profitable markets was a recurring theme. One officer noted, "*We increased production, but the value chains were not like connecting to the market.*" This observation was particularly relevant for the irrigation schemes where farmers saw a notable increase in yield but struggled to sell their produce. In response, CRIM initiated collaborations with local businesses and explored the establishment of farmer cooperatives to improve market access. For instance, the project facilitated a partnership between smallholder farmers and a local honey processor, which provided a direct market for beekeepers involved in the project. |

1. The shift to solar-powered irrigation schemes exemplifies the project's commitment to reducing carbon emissions and promoting renewable energy sources.

|  |
| --- |
| **Box 3**  One of the project's most notable achievements was the establishment of irrigation schemes powered by clean energy sources. These schemes enabled year-round farming, mitigating the effects of unpredictable rainfall patterns*. "The introduction of solar-powered irrigation schemes was a game-changer,"* remarked a local farmer*. "For the first time, we could grow crops even in the dry season."* This shift not only increased agricultural output but also encouraged the adoption of crop rotation and intercropping practices, enhancing soil health and biodiversity. |

1. The project's efforts in catchment conservation and the promotion of sustainable land management practices contribute to reducing the risk of disasters such as floods and droughts, enhancing community preparedness for climatic shocks. Specific Examples: The revitalization of perennial rivers through catchment area protection and reforestation, leading to improved water availability for both agricultural and domestic use. The construction and operationalization of solar-powered irrigation schemes, which not only conserve water but also provide a sustainable energy source for agricultural productivity.
2. **Finding 3.5b:** **Factors Contributing to Achievement or Lack Thereof**
3. Training and capacity building activities contributed significantly to the project's success. Training in areas such as community-based resilience assessment (COBRA), integrated environmental assessment (IEA), and climate-smart agriculture enhanced the knowledge and skills of community members, enabling them to adopt sustainable livelihood practices​​​​.
4. The project's ability to work with partners at the district level and coordinate with national departments facilitated the implementation of activities despite challenges. Collaboration with organizations such as Plan Malawi, Care International, and the Malawi Red Cross Society was instrumental in extending the project's reach and impact​​​​.
5. Despite its achievements, the project faced challenges, including COVID-19 restrictions that impacted the organization of joint supervision missions and coordination meetings. This necessitated exploring online interfaces for coordination among implementers and stakeholders​Some activities, like the formation of Water Users Associations, were not fully realized by the project's conclusion, indicating areas where further work is needed to ensure sustainability​​.
6. Uptake of new practices introduced by CRIM varied, reflecting the challenge of changing longstanding agricultural practices (Box 4).

|  |
| --- |
| **Box 4**  *"Farmers learned a lot, and a lot happened. But whatever the case, farmers would be able to respond to some of the shocks. It was a lot better,"* reflected a district agricultural officer. This quote captures the gradual process of behavioral change among the community members. A specific example of this challenge was the introduction of conservation agriculture techniques, which initially met with resistance due to traditional farming practices. Through persistent training and demonstration plots, farmers began to witness firsthand the benefits of these techniques, leading to increased adoption over time. |

1. Based on the evaluation assessment criteria followed, see Annex 8. Overall the evaluation criteria on effectiveness was mostly achieved. This is evidenced by having the project being effective in enhancing community resilience against climate variability and shocks through capacity building, livelihood diversification, and sustainable environmental management practices. Success stories from VSLAs and improved agricultural practices demonstrate how the project met its goals of empowering communities and improving resilience.
2. **Finding 2.5 c: Overall evaluation of the three outputs across the four years provided mixed resuts. The percentages in the tables 3, 4, 5 and 6 represent the extent to which each sub-activity under the project outputs was achievedC. This includes categories like 'Not achieved', 'Partially achieved', 'Mostly achieved', and 'Fully achieved'. Each percentage indicates the proportion of the target that was met for that specific sub-activity, thereby offering a quantitative measure of success or progress towards each sub-activity's goals. It does not represent a count of activities but rather the performance indicators for each specific activity under the project's scope for that year.**
3. Making reference to the evaluation Annex 9 on ‘Result Framework: CRIM Detailed Progress against Project’. Overall, the CRIM project's journey over four years reflects a concerted effort to address climate change challenges in Malawi through targeted interventions in capacity building, water management, and livelihood diversification. While the project showcased notable achievements, including enhanced local knowledge on climate adaptation and significant improvements in water management infrastructure, it also faced challenges that underscore the complexity of implementing large-scale resilience initiatives. The detailed progress underscores the importance of adaptive management, strategic planning, and sustained stakeholder engagement to navigate challenges and ensure the long-term success and sustainability of climate resilience efforts.
4. In the first year, the project laid a strong foundation for capacity building within district councils (Output 1), focusing on integrating climate adaptation into district development plans, budgets, and service delivery. One of the standout achievements was conducting all six planned sensitization meetings, which were instrumental in enhancing project understanding among district councils and community members. However, the project encountered challenges, such as completing only one of the two planned training needs assessments, suggesting logistical or coordination hurdles that needed overcoming. Despite this, the successful training workshops for extension staff and community members significantly improved knowledge on climate change impacts and adaptation strategies, showcasing the project's effectiveness in building local capacities.
5. Output 2, aimed at strengthening integrated catchment management, showed mixed results in its initial year. While the project excelled in conducting feasibility studies, surpassing the target with four assessments completed against a target of two, it fell short in developing Catchment Management Plans a crucial component for guiding future water management efforts. This discrepancy highlights the project's proactive approach to groundwork for water system rehabilitation and construction, albeit with gaps in strategic planning that required attention in subsequent years. The third output, dedicated to enhancing the adaptive capacity of vulnerable households, initially faced challenges with several key activities not fully achieved, pointing to the complexities of implementing community-based adaptation strategies. Only 20% of the planned sub-activities were met and that’s identifying existing COMSIP/VSL groups.

Table 3: 2019 Performance Evaluation by Output for CRIM Project

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **Evaluation (%)** | | | | |
| **Outputs** | **Sub-activities** | **Not achieved** | **Partially achieved** | **Mostly achieved** | **Fully achieved** | **Total** |
| 1 | 9 | 11.1 | 0.0 | 33.3 | 55.5 | 100.0 |
| 2 | 8 | 37.5 | 25.0 | 37.5 | 0.0 | 100.0 |
| 3 | 5 | 80.0 | 0.0 | 0.0 | 20.0 | 100.0 |

1. In 2020, Output 1 displayed a diversified performance spectrum, with activities ranging from not achieved to fully achieved. The year's efforts focused on building the capacity of district councils, including training local governance structures and developing community adaptation plans. For instance, the successful facilitation and implementation of more community adaptation plans than targeted (4 planned vs. 5 achieved) significantly contributed to the 37.5% of sub-activities fully achieved. However, challenges such as the failure to conduct a gender analysis to identify gaps and action plans for gender mainstreaming reflect the 25% of sub-activities not achieved, highlighting areas where the project faced substantial barriers or overlooked certain planned activities.
2. Output 2 in 2020 faced notable challenges, with 28.6% of sub-activities not achieved, such as the construction of mini dams for stream flow regulation. This was a critical component that remained unfulfilled, directly impacting the project's ability to enhance catchment management. Nonetheless, partial achievements in constructing new irrigation schemes (2 planned vs. 4 achieved) and promoting irrigation scheme utilization (targeting 80ha but achieving 20ha) underscore the project's efforts to advance despite setbacks, accounting for the 42.9% of sub-activities partially achieved. These outcomes reveal the complexities and difficulties encountered in executing integrated water management and catchment restoration activities
3. Remarkably, Output 3 in 2020 shows a resounding success with 100% of sub-activities mostly achieved, indicating significant strides in bolstering the adaptive capacity of vulnerable households. Activities like compiling and implementing community-specific innovations for climate adaptation and building capacity in NTFP enterprises exemplify the project's effectiveness in this domain. Although not all targets were fully met, the consistent progress across all sub-activities in Output 3 reflects a coherent and impactful approach to addressing the vulnerabilities and enhancing the resilience of communities to climate risks.

Table 4: 2020 Performance Evaluation by Output for CRIM Project

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **Evaluation (%)** | | | | |
| **Outputs** | **Sub-activities** | **Not achieved** | **Partially achieved** | **Mostly achieved** | **Fully achieved** | **Total** |
| 1 | 8 | 25.0 | 12.5 | 25.0 | 37.5 | 100.0 |
| 2 | 7 | 28.6 | 42.9 | 0.0 | 28.5 | 100.0 |
| 3 | 4 | 0.0 | 0.0 | 100.0 | 0.0 | 100.0 |

1. By the third year, the CRIM project had made considerable strides, particularly in enhancing the monitoring and evaluation framework under Output 1. This achievement was critical for tracking progress and ensuring accountability, demonstrating the project's commitment to continuous improvement and stakeholder engagement. Output 2's focus on water management infrastructure saw tangible progress, with the completion of the Kanyamauli Dam and the finalization of irrigation schemes, marking substantial advancements in water management and agricultural productivity. These efforts were complemented by the formation of WUAs, illustrating effective community mobilization and engagement in managing water resources. This proactive groundwork, however, was met with the notable absence of developed Catchment Management Plans, a critical component for informed catchment restoration efforts. Despite this gap, the project's significant community engagement, as evidenced by the revitalization of 18 Village Natural Resource Management Committees, showcased a vibrant participatory approach to environmental stewardship.

Table 5: 2021 Performance Evaluation by Output for CRIM Project

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **Evaluation (%)** | | | | |
| **Outputs** | **Sub-activities** | **Not achieved** | **Partially achieved** | **Mostly achieved** | **Fully achieved** | **Total** |
| 1 | 8 | 0.0 | 0.0 | 0.0 | 100.0 | 100.0 |
| 2 | 8 | 0.0 | 0.0 | 37.5 | 62.5 | 100.0 |
| 3 | 8 | 0.0 | 0.0 | 50.0 | 50.0 | 100.0 |

1. The third year brought a sharpened focus on ensuring the project's sustainability and long-term impact (Refer to Table 4). The finalization of the Project Sustainability Plan under Output 1 was a key milestone, aiming to embed climate adaptation efforts within local governance structures for the foreseeable future. However, challenges persisted in Output 2, particularly with the partial completion of irrigation schemes and issues related to the retention fee for Kanyamauli Dam, signaling hurdles in fully realizing water management goals, emphasizing the need for continued investment and engagement in these critical infrastructures.
2. Throughout its tenure, the CRIM project demonstrated significant achievements in Output 3, aimed at strengthening the adaptive capacity of vulnerable households. Notable examples include the full achievement in training community members in non-timber forest product (NTFP) enterprises, such as beekeeping and mushroom production, and the successful stocking of fishponds. The project's comprehensive approach, from capacity building and water management to livelihood diversification, not only addressed immediate climate vulnerabilities but also laid a foundation for enduring community resilience. In retrospect, the CRIM project navigated the complex terrain of climate resilience with notable achievements and inevitable challenges.

Table 6: 2022 Performance Evaluation by Output for CRIM Project

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **Evaluation (%)** | | | | |
| **Outputs** | **Sub-activities** | **Not achieved** | **Partially achieved** | **Mostly achieved** | **Fully achieved** | **Total** |
| 1 | 2 | 0.0 | 0.0 | 50.0 | 50.0 | 100.0 |
| 2 | 4 | 25.0 | 0.0 | 50.0 | 25.0 | 100.0 |
| 3 | 7 | 0.0 | 0.0 | 14.3 | 85.7 | 100.0 |

## Evaluation Criteria: Efficiency

**Evaluation question 4: Was the project efficiently implemented (specifically cost effectiveness/value for money), and how was this converted to results?**

**EQ4- Overaching observation:**

CRIM project was efficiently implemented, with a strong focus on cost-effectiveness and value for money. This efficiency has been successfully translated into significant results, including enhanced climate resilience, sustainable infrastructure development, and empowered communities, ensuring that the project's benefits will continue beyond its official end.

**Sub-question 4.1: How do you assess delivery of results vis a vis costs to do so- delivering more with less?**

1. **Finding 4.1a: The project's strategic budget allocation, prioritized spending, diversified funding, and adaptability in addressing challenges collectively enabled it to achieve significant impacts in building district council capacities, enhancing watershed protection, and ensuring environmental sustainability. These achievements, particularly in the context of operational and financial hurdles, highlight the project's success in delivering more with less, maximizing the impact of every dollar spent towards building resilient communities in Malawi.**
2. A key efficiency driver is the extent to which CRIM interventions deliver results in a timely and economic fashion. Table 7 defines the resource allocations against the donor and UNDP categories. The table also show the differing allocations per output and project management categories.
3. The gradual decline in funding for Output 1 and the strategic allocation towards Outputs 2 and 3, which received higher budget percentages, show a prioritized funding approach towards areas with greater impact potential. Thiere was heavy investment in foundational aspects like capacity building, followed by sustained or increased investment in critical areas like watershed management and community resilience. By aligning financial resources with strategic priorities, the project aimed to deliver substantial results without necessarily increasing the overall budget, embodying the principle of delivering more with less.
4. The utilization rates for 2019 and 2020, followed by a significant increase in 2021, reflect the project's phased approach to expenditure. A lower initial spending allowed for careful planning and alignment of resources with needs, while the high utilization in 2021 indicates an efficient catch-up mechanism or an intensified effort to maximize output delivery as the project matured. This suggests that the project managed to accelerate its activities and outputs in later stages without proportionately increasing the budget, demonstrating efficiency in utilizing available funds to deliver results.
5. The blend of donor, UNDP funding, and in-kind support from EAD showcases a diversified approach to funding the project. This diversification not only ensured financial stability but also allowed the project to leverage different types of resources for various needs, enhancing the efficiency of resource use. In-kind contributions, for instance, provided essential support without additional financial burden, contributing to the project's ability to deliver results cost-effectively.
6. The project's adaptability in the face of challenges, such as delays due to the COVID-19 pandemic or financial management complexities, further underscores its efficiency. By reallocating funds to address community needs during the construction of an irrigation scheme or adjusting strategies in response to the pandemic, the project demonstrated its capacity to manage resources flexibly and efficiently, ensuring continuity and effectiveness of interventions even under constrained circumstances.

Table 7: CRIM Budget Allocation by Source Category

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **CRIM budget categories** |  | **2019** | | **2020** | | **2021** | | **2022** | | **Total** |
|  | **% of total budget** | **Donor** | **UNDP** | **Donor** | **UNDP** | **Donor** | **UNDP** | **Donor** | **UNDP** | **UNDP** |
| Output 1 | 17 | 225,000 | - | 160,000 |  | 135,000 | - | 60,000 | - | 580,000 |
| Output 2 | 27.5 | 145,000 | - | 280,000 | 80,000 | 260,000 | 80,000 | 110,000 | - | 935,000 |
| Output 3 | 30 | - | 265,000 | 310,000 | 50,000 | 200,000 | 50,000 | 50,000 | 105,000 | 1,030,000 |
| Project management | 18 | - | 70,000 | - | 116,250 | - | 106,250 | - | 141,250 | 617,038 |
| General management support (GMS) | 7 | - | - | - | - | - | - | - | - | 231,481.52 |
| Total Donor | - | - | - | - | - | - | - | - | - | 2,893,519 |
| Total UNDP | - | - | - | - | - | - | - | - | - | 500,000 |
| Total EAD | - | - | - | - | - | - | - | - | - | Inkind |
| % utilisation |  | 50.3 | | 44 | | 97 | | - | |  |
| **Total budget** |  |  |  |  |  |  |  |  |  | **3,393,519** |

1. **Finding 4.1b: CRIM project's efficiency is exemplified by its strategic use of funds to achieve significant, sustainable impacts across its focus areas. By aligning closely with community needs, leveraging existing structures, fostering partnerships, and focusing on sustainable and empowering interventions, the project has effectively demonstrated the principle of delivering more with less.**
2. The placement of coordinators within district councils exemplifies a direct strategy to ensure that project activities were closely aligned with local needs. This minimized unnecessary administrative overheads, directing a larger portion of the budget towards impactful on-ground activities. For instance, in the CRIM project report 2019, it's noted that this approach allowed for the quick adaptation to community feedback on water management practices, enhancing the relevance and impact of interventions without additional costs.
3. By utilizing pre-existing community structures, the project avoided the financial and time costs associated with establishing new operational frameworks. The engagement of local artisans for the construction of irrigation schemes, supervised by irrigation engineers from the district councils, is highlighted in the end of project report and complemented by the district level consultations. This not only reduced project costs but also built local capacity and ensured the sustainability of the infrastructure developed, demonstrating a cost-effective model for infrastructure development that harnesses local expertise and resources.
4. The project’s efforts to collaborate with and complement other ongoing initiatives (e.g., those by FAO, Caritas/CADECOM, Malawi Red Cross Society
5. etc) helped to maximize the impact of the available resources. By avoiding duplication of efforts and fostering synergies with partners, the project ensured that its resources were used in the most efficient manner possible.
6. The project's investments in sustainable agriculture, reforestation, and water management have directly contributed to increasing the climate resilience of the targeted communities. These activities, implemented cost-effectively, have led to improved food security, income stability and overall resilience among the community households.
7. The construction of solar-powered irrigation schemes is a prime example of the project's cost-effective approach to infrastructure development. By choosing solar power, the project not only provided a sustainable irrigation solution but also minimized long-term operational costs and environmental impacts, showcasing how the project prioritized efficiency and sustainability in its infrastructure investments.
8. The focus on training and capacity building for both district council staff and community members ensured that the project's investments have a lasting impact. By empowering local stakeholders with the knowledge and skills to continue climate resilience activities, the project has laid the groundwork for sustainable development that transcends the project's lifecycle.
9. Encouraging community ownership of project interventions has been a hallmark of the CRIM project's efficiency. This strategy has ensured that the community values and maintains the investments made, leading to sustained benefits. An example from the field consultations shows how community-led maintenance of water points has contributed to enduring access to clean water, underscoring the efficiency of empowering communities to manage their resources.

**Sub-question 4.2: Were project activities timely implemented, and were there sufficient management procedures to affect efficiency? What specific examples would you site to show that you were able to deliver more with less costs? What mechanisms enabled this (or not?)**

**Finding 4.2: The CRIM project, despite encountering challenges such as procedural bottlenecks and the COVID-19 pandemic, showcased resilience by adapting its management strategies to prioritize essential activities and leveraging local structures for implementation. Its efficiency was bolstered through a decentralized model and proactive stakeholder engagement, ensuring activities remained aligned with community needs. The project's management practices, including embedding coordinators within district councils, contributed to its swift and responsive execution. Nonetheless, it identified the need for enhanced financial management and administrative procedures to further improve project implementation efficiency.**

1. While the project faced unforeseen challenges, including delays due to procedural bottlenecks and the COVID-19 pandemic, it demonstrated resilience and adaptability. The decentralized implementation model and the proactive engagement with district councils and community members facilitated the advancement of activities, even in the face of such delays. The project’s management adapted to constraints by prioritizing essential activities and leveraging local structures for quick action.
2. The project's management procedures were geared towards ensuring efficiency in several ways: firstly, placing project coordinators within district councils directly contributed to more responsive and agile project management, enabling quicker decision-making and adjustments to project activities as needed. Secondly, by focusing on enhancing the skills and knowledge of both council staff and community members, the project ensured that its interventions were not only implemented efficiently but also sustained by local stakeholders.
3. Specific examples highlighting the project's ability to deliver significant outcomes with limited resources include: Implementation of solar-powered irrigation schemes.These schemes exemplify a cost-effective infrastructure investment. By using renewable energy, the project avoided ongoing fuel costs, reducing the long-term financial burden on communities and enhancing sustainability. Furthermore, the project's investment in community-led initiatives, such as the revitalization of VSLAs groups, enabled significant social and economic benefits at minimal cost. Empowering communities to manage these groups led to increased financial inclusion and livelihood diversification.
4. Several mechanisms contributed to the project's efficiency, including collaborating with other initiatives and leveraging existing community structures minimized duplication and maximized the impact of available resources. Secondly, the project’s management displayed flexibility in responding to challenges, adjusting timelines, and reallocating resources as necessary to ensure that project objectives were met. Thrdly,involving communities in the planning process ensured that the project activities were aligned with actual needs, increasing the effectiveness and efficiency of the interventions.
5. However, it's equally crucial to recognize areas where efficiency can be enhanced. Challenges like delays in disbursing funds and procurement processes indicate that refining administrative procedures could improve future project implementations. The experiences from the CRIM project provide insightful lessons on aligning ambitious objectives with the practical aspects of project management in changing environments. Throughout the project's implementation, there was only one audit conducted in 2020, presenting a financial risk that should be addressed in future similar projects.

**Sub-question 4.3: Suitability of interventions, the adequacy and timeliness of government inputs, and the support from UNDP to EAD at both national and district levels**

1. **Findings 4.3: The selected interventions and innovations were well-suited to the project's objectives and the context of its implementation. Government inputs, while faced with certain delays, were fundamental to the project's execution. Finally, UNDP's support to EAD was timely and aligned with the project's needs, enhancing its effectiveness and sustainability. These elements combined to create a robust framework for the project, enabling it to make significant strides towards its intended outcomes.**
2. The interventions selected by the CRIM project, such as solar-powered irrigation schemes, ecosystem restoration, and the promotion of sustainable livelihood practices, were highly suitable for addressing the project's goals of enhancing climate resilience and sustainable development. These interventions were aligned with both local needs and broader environmental sustainability objectives. Additionally, the adoption of innovations like participatory approaches for community engagement and the integration of renewable energy solutions further exemplified the project's commitment to effective and sustainable interventions.
3. The delivery of government inputs, including personnel and premises, played a crucial role in the project's implementation. The decentralization strategy, which involved embedding project coordinators within district councils, facilitated a closer collaboration between government staff and the project, enhancing the efficiency and impact of interventions. While the field consultations indicates that there were challenges, such as delays that could be attributed to bureaucratic procedures or resource constraints, the overall contribution of government inputs was significant in supporting the project's objectives. The engagement of local government personnel not only ensured the suitability of interventions to local contexts but also built local capacity for sustainable development and climate resilience efforts.
4. UNDP's support to the Environmental Affairs Department (EAD) at both the national and district levels was instrumental in the successful implementation of the CRIM project. This support, encompassing technical and institutional/strategic aspects, was provided in a timely manner, addressing the needs of the project as they arose. The collaboration between UNDP and EAD was characterized by regular communication, capacity-building initiatives, and the provision of technical expertise, which significantly contributed to the project's achievements. Furthermore, UNDP's role in facilitating partnerships, providing training, and ensuring access to necessary resources was crucial for overcoming implementation challenges and achieving project goals.
5. As per the evaluation assessment criteria in Annex 8, efficiency was partially achieved by the CRIM project. While the project faced challenges with efficiency, notably in funding delays and resource allocation, it managed to implement its activities with considerable success. The delays in funding disbursement impacted the timely execution of some initiatives but did not significantly derail the overall project outcomes.

## Evaluation Criteria: Implementation

**Evaluation Question 5: How well has implementation of the CRIM been coordinated?**

|  |
| --- |
| **EQ 5: Overaching findings:**  **The CRIM project's coordination, collaboration, stakeholder engagement, adaptability, and responsiveness to recommendations played crucial roles in achieving its objectives. Through effective partnerships and a comprehensive approach, the project has made significant strides in enhancing climate resilience among vulnerable communities in Malawi.** **The implementation of the Climate Resilience Initiative in Malawi (CRIM) project reveals a complex coordination landscape that encountered several challenges, particularly concerning the role of lead EAD as a lead implementing department and their interactions with district councils. From the consultations, we can derive insights into how well the project was coordinated and the implications of resource constraints on effective project management and oversight.** |

1. **Sub-question 5.1: How did UNDP collaborated with partners and to what extent does the project develop new partnerships or enhance existing ones? Has the partnership strategy been appropriate and effective?**
2. **Findings 5.1a: the CRIM project's coordination, collaboration, stakeholder engagement, adaptability, and responsiveness to recommendations played crucial roles in achieving its objectives. Through effective partnerships and a comprehensive approach, the project has made significant strides in enhancing climate resilience among vulnerable communities in Malawi.**
3. The CRIM project demonstrated effective coordination mechanisms, notably through DESC meetings and the establishment of district coordination committees, ensuring harmonization across climate adaptation and resilience interventions​​. However it was noted that the lead implementing department at central level was faced with significant challenges due to a lack of independent financial resources. Their capacity to engage with district councils, conduct regular monitoring, and provide necessary management and coordination advice was heavily reliant on UNDP’s schedule and resources. The dependency on external resources (UNDP) for facilitating interactions with district councils compromised the department's ability to ensure continuous support, oversight functions and overall coordination. Regular and effective communication between the lead department and the district councils was hindered, affecting the project's overall coordination effectiveness as well as the monitoring and evaluation functions.
4. UNDP and the CRIM project engaged in significant partnerships with governmental bodies, international NGOs, and community organizations, including CADECOM/Caritas, Plan Malawi, Care International, and the Malawi Red Cross Society, to extend the project's impact. These collaborations were instrumental in implementing project activities and achieving shared goals​ in the two districts.
5. Despite the positive impact of effective staffing and team spirit, the project faced challenges, including financial constraints and delays in funding disbursements, which tested the team's resilience and adaptability. Adaptability was a notable strength of the project teams, allowing them to respond to unforeseen challenges, including coordination, environmental and financial constraints.The management's and staff's ability to navigate these challenges further emphasizes the importance of their roles in the project's implementation​​​​.
6. **Sub-question 5.2: To what extent are stakeholders engaged in the project? To what extent was the project management responsive to significant changes in the environment in which the project functioned? And to what extent were lessons learnt from other relevant projects incorporated?**
7. **Findings 5.2: The partnership strategy appeared appropriate and effective at district council level, as evidenced by the project's ability to implement a wide range of activities across different sectors. The engagement of diverse stakeholders facilitated the sharing of resources, expertise, and knowledge, contributing to the project's comprehensive approach to building climate resilience​​.**
8. The project excelled in engaging stakeholders at various levels, leveraging a decentralized approach that placed coordinators within district councils. This model facilitated close alignment with community needs and local governance structures, thereby enhancing the project's overall effectiveness. For instance, the proactive engagement with district councils and community members, as highlighted the consultations, was crucial in advancing activities despite unforeseen challenges like the COVID-19 pandemic. This ensured that interventions were not only implemented efficiently but also sustained by local stakeholders, emphasizing community involvement and ownership.
9. The CRIM project's ability to incorporate lessons learned from other relevant projects was facilitated through collaboration with initiatives like those by FAO and Caritas/CADECOM. This approach helped to avoid duplication of efforts, foster synergies with partners, and maximize the impact of available resources. The project's engagement in community-led initiatives, such as the revitalization of VSLAs, exemplifies the effective application of lessons learned to enhance social and economic benefits at minimal cost.
10. At central level, the constraints imposed by the lack of resources curtailed the lead department's effectiveness in its leadership role. Despite being designated as the lead implementer, the inability to independently manage and oversee project activities complicated the project management dynamics.While the project's approach aimed to align with decentralization goals by empowering district councils, the challenges in coordination and oversight highlighted the necessity for a balanced approach that ensures both decentralized action and effective central-level support and guidance.
11. **Sub-question 5.3: To what extent were recommendations from the project steering committee and periodic reviews implemented?**
12. **Findings 5.3 c: Stakeholder engagement, spotchecks were a hallmark of the project's approach, involving community members, local leaders, and governmental and non-governmental organizations in both planning and implementation phases. This inclusive approach ensured that the project's interventions were well-targeted and met the needs of the communities involved​​​​.**
13. Project management showed adaptability to significant environmental changes, including the challenges posed by the COVID-19 pandemic, by exploring online coordination mechanisms and adjusting project activities accordingly. The project also benefited from the expertise of various national departments and international partners, incorporating lessons learned from similar initiatives to enhance its strategies​​.
14. The reports indicate that recommendations from the project steering committee and periodic reviews were taken seriously and implemented to improve project outcomes. This included refining monitoring systems, integrating climate change into district planning tools, and strengthening partnerships and stakeholder engagement processes​​​​​​.

## Evaluation Criteria: Impact

**Evaluation question 6: What difference does the CRIM project make?**

|  |
| --- |
| **EQ 6: Overaching Observetion:**  **The CRIM project has contributed notably to climate resilience, sustainable agriculture, and community empowerment in Kasungu and Mzimba. It integrated climate adaptation into district planning, developed irrigation schemes, and promoted climate-smart agricultural practices, thereby enhancing food security and livelihood diversification​​​​​​.** |

1. **Sub-question 6.1: What changes has the CRIM contributed to when it comes to improving lives of Kasungu and Mzimba farmers in general? Do you think the CRIM project has contributed to improved individual resilience to shocks and crises for Kasungu and Mzimba Farmers?**
2. **Finding 6.1: The CRIM project has made a substantial difference in the lives of Kasungu and Mzimba farmers by enhancing their resilience to climate-related shocks, improving agricultural productivity, and fostering economic empowerment. It has particularly contributed to improving the livelihoods of vulnerable populations, promoting environmental sustainability, and advancing gender equality. The unintended changes, including increased economic independence and social cohesion, underscore the project's broader impact on community resilience and development.**
3. The project catalyzed the development of small and medium enterprises (SMEs) through initiatives like VSLAs, beekeeping and irrigation farming (Box 5). This has led to improved food self-sufficiency and economic empowerment. Apart from this, Construction of sustainable, solar-powered irrigation schemes has provided a cost-effective, environmentally friendly solution to water management, significantly reducing long-term operational costs and enhancing community sustainability​​.

|  |
| --- |
| **Box 5**  Beyond traditional farming, CRIM promoted beekeeping and small livestock farming, providing additional income sources for households. These activities not only contributed to economic diversification but also promoted environmental conservation. A beneficiary shared, *"Beekeeping has not just given us an alternative income; it has made us guardians of our forests."* |

1. The development of five irrigation schemes enabled 348 farmers to engage in irrigation farming, contributing to increased agricultural productivity and diversification​​. For instance beneficiaries from Kasungu are able to produce three times a year and they registered benefits worthy over MK 2 million per season per household. A lot of notable benefits were also visible within the communities such as restored ecosystem services, available portable water for both irrigation and home consumption, iron sheet thatched houses for overall population types, diversified income activities that include motorbikes transport services, fish production and trading, honey production and trading, holticultural crop production and trading among the youth, the old and women in general, as well as improved sanitation with minimal cases of cholera due to improved water access within and outside target communities.
2. The project's focus on training both district council staff and community members, along with the establishment of early warning systems, has ensured that interventions are sustained locally. The engagement strategy, which prioritized community involvement and ownership, has been critical for the sustained benefits of the interventions​​​​.
3. The project's focus on small-scale integrated water systems and catchment management plans has underpinned sustainable water resource management, further bolstering resilience​​​​. For example; **Chipalamba – Johnston Community**: The construction of water supply systems, initially intended for irrigation, provided potable water for community use. This intervention significantly improved the quality of life for the community members, who were able to engage in agriculture more effectively, leading to increased food production and economic benefits​​.
4. **Sub-question 6.2: In particular, from your perspective, do you think the CRIM Project has contributed to improving the lives of vulnerable people (specifically, women, those with disabilities, living with HIV, persons with albinism etc)?**
5. **Finding 6.2: The project emphasized inclusive participation by making concerted efforts to involve women, youth, persons with disabilities, and other vulnerable groups in its activities, ensuring that the benefits and opportunities for participation were distributed equitably. Initiatives such as village savings and loan associations played a significant role in economically empowering these diverse demographics. Additionally, the project implemented targeted interventions designed to meet the particular needs and address the vulnerabilities of women and other marginalized groups, thereby improving their adaptive capacities and access to essential resources.**
6. Deliberate efforts were made to include women, youth, persons with disabilities, and other vulnerable groups in project interventions, ensuring equitable benefits and participation. For example, village savings and loans associations facilitated economic empowerment across these demographics​​.These VSLAs have provided a platform for financial inclusion, allowing members, especially women and those traditionally marginalized, to access loans and start small businesses, thereby improving their economic status​​.
7. The project addressed the specific needs and vulnerabilities of women and other marginalized groups through tailored interventions, enhancing their adaptive capacities and access to resources​​.The CRIM project has promoted climate-smart agriculture and sustainable land management practices, which have directly benefited vulnerable populations by increasing food security and providing alternative livelihood options. Training sessions tailored to these groups have ensured that they can adopt and benefit from these practices, improving their resilience to climate impacts​​​​.
8. By developing infrastructure such as solar-powered irrigation schemes and water supply systems, the project has improved access to water for agricultural and domestic use. This infrastructure development has been particularly beneficial for persons with disabilities and those living with HIV, who may face greater challenges in accessing water, thereby enhancing their quality of life and reducing the burden of water-related tasks​​.
9. Initiatives such as fish farming and honey production have not only contributed to livelihood diversification but also facilitated social inclusion and community support systems for vulnerable individuals. These initiatives provide both economic benefits and social networks that support the well-being of these groups​​.
10. **Sub-question 6.3: What would you highlight as key unintended changes that the CRIM project has contributed over its implementation? (Specifically in reference to economic and individual resilience, reduction in vulnerability against shocks and crises, reduction in gender inequality, improving national capacities, environmental sustainability, and promoted human rights).**
11. **Finding 6.3: The CRIM project's implementation led to several unintended yet mostly positive changes, significantly contributing to economic and environmental resilience, gender equality, and social cohesion. While addressing the challenges associated with economic empowerment, the project demonstrated a comprehensive impact beyond its intended objectives, underscoring the importance of adaptable and inclusive project management strategies that consider the broader social implications of economic development initiatives.**
12. The project significantly fostered economic independence among participants, especially women, through the successful establishment of VSLAs and enterprise development initiatives. his led to increased financial literacy and autonomy, enabling participants to better manage their finances and invest in sustainable livelihoods, contributing to long-term economic resilience.
13. Enhanced environmental management practices, including afforestation and natural forests regeneration, contributed to improved ecosystem services and biodiversity conservation, an unintended yet positive outcome​​​​.
14. An increase in social cohesion and community collaboration was noted as an unintended benefit. Communities united to address climate change challenges and implement resilience-building measures collectively, showcasing the project's role in fostering a collective approach to environmental and social challenges
15. The project's inclusive participation approach and targeted interventions led to notable reductions in gender inequality. Women were empowered to assume leadership roles and participate in decision-making processes affecting their livelihoods and communities, marking a significant step towards achieving gender equality.
16. However, the increase in financial autonomy also led to unintended social challenges, such as increased cases of promiscuity, drunkenness, and unproductive use of time. These outcomes highlight the complex interplay between economic empowerment and social norms, necessitating a holistic approach to community development that addresses potential negative social impacts.
17. Based on the evaluation assessment criteria provided, interms of orientation towards impact, the project mostly achieved this component. The project had a significant positive impact, evident in enhanced economic empowerment, environmental restoration, and increased agricultural productivity. The establishment of VSLAs and tree planting initiatives contributed to long-term environmental and economic benefits for the target communities. (add the results on capacity building)

## Evaluation Question 7: Cross-Cutting Issues (Equity/ Gender)

**Evluation Question 7: Has the CRIM Project been well-targeting and addressing district level needs and priorities when it comes to gender and human rights?**

|  |
| --- |
| **EQ 7: Overaching Observetaion:**  **CRIM project has placed a strong emphasis on cross-cutting issues such as equity, gender, human rights, and environmental sustainability, in line with district-level needs and priorities. Drawing insights from the project reports and the consultations made CRIM project effectively targeted and addressed district-level needs and priorities related to gender and human rights, ensuring that gender considerations were deeply embedded in its design and implementation. By promoting equitable participation and benefits and incorporating environmental and social concerns, the project not only aimed to enhance climate resilience but also to uphold the principles of equity and sustainability. These efforts highlight the project's commitment to addressing cross-cutting issues, contributing to a more inclusive and resilient development trajectory for the communities in Kasungu and Mzimba districts** |

1. **Sub-question 7.1 To what extent were the gender considerations accounted for in designing and implementing the project? Has the project been designed and implemented in a manner that ensures equitable participation and benefits regarding gender, youth and disability in promoting the principle of ‘reaching the last mile’ and ‘leaving no one behind’?**
2. **Findings 7.1a: The CRIM project has been keenly responsive to district-level needs and priorities, especially concerning gender and human rights. By integrating gender considerations into project design and ensuring inclusive participation, the project aimed to enhance resilience and livelihood opportunities equitably across Kasungu and Mzimba districts.**
3. The project's interventions were designed with a keen focus on addressing the needs of women, youth, and persons with disabilities. Initiatives such as enterprise development, sustainable agriculture practices, and access to finance through VSLAs were tailored to ensure that these groups could benefit equitably. This targeted approach contributed to enhancing economic independence among women and vulnerable populations, showcasing the project's commitment to gender considerations. Thus, the project demonstrated a strong commitment to integrating gender considerations at all stages, from planning to implementation. For example, the project facilitated the formation of 112 Village VSLAs, which empowered women by improving their access to financial resources and decision-making processes​​.
4. The CRIM project adopted an inclusive approach to ensure equitable participation and benefits. This approach specifically targeted vulnerable populations, including women, youth, and persons with disabilities, in project activities. The deliberate inclusion of these groups promoted the principle of ‘reaching the last mile’ and ‘leaving no one behind’​​. Thus, training programs were designed to be inclusive, ensuring that women, youth, and other vulnerable groups had access to capacity building opportunities to enhance their adaptive capacities and livelihoods​​​​.
5. Through its interventions, such as the promotion of climate-smart agriculture, goat pass-on initiatives and the development of irrigation schemes, the project ensured that benefits were accessible to a wide range of stakeholders, thus promoting equitable participation​​​​.
6. Despite these efforts, the project encountered challenges, such as increased social issues stemming from economic empowerment. This underscores the need for continuous assessment and adaptation of project strategies to ensure that advancements in economic independence do not lead to unintended negative social outcomes.
7. However, it should also be noted that many gender and human right activities were introduced towards the end of the project as part of an exit strategy of the project. Moreover there was no specific financial allocations to most of the gender related activities. As such the gender teams had to rely on other sectoral resources to implement their own activities which was not reliable for effective planning and implementation. Even the timeframe was very limited to fully engage the farmers in all the right based and gender related trainings. Hence there is need for improvement in any upcoming projects for effective implementation.
8. **Sub-question 7.2: To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?**
9. **Findings 7.1b: from the reports and consultations conducted, the project has took a significant stride in integrating environmental and social concerns in its design and implementation phases, reflecting a comprehensive approach to sustainable development and community empowerment.**
10. Environmental and social concerns were central to the project's design and implementation. For instance, The development of Kanyamauli Multipurpose Dam, as part of the CRIM project in Kasungu District, involved a thorough Environmental and Social Management Plan (ESMP)[[30]](#footnote-30)[[31]](#footnote-31)[[32]](#footnote-32)[[33]](#footnote-33). The ESMP aimed to enhance the adaptive capacity of vulnerable communities to climate impacts while ensuring the sustainable management of natural resources​​. The project was expected to enhance livelihoods through irrigation and aquaculture, increase biodiversity around the dam area, and employ over 40% of women during the peak construction works, aiming to benefit over 500 farmers​​.Measures were identified to address potential negative impacts, including pollution control, prevention of sexual harassment, and conflicts over land use and water. Community grievance mechanisms were established, and a comprehensive environmental and social risk management plan was developed​​. Furthermore, the Nthembo Irrigation Scheme, as detailed in the ESMP, was designed to use irrigation as a means to increase agricultural productivity while ensuring environmental sustainability. The project involved the construction of solar-powered pumping stations to reduce greenhouse gas emissions, showcasing an integration of renewable energy solutions in agricultural practices​​. For the Kachere and Nthembo Irrigation Schemes, water was sourced sustainably from boreholes, with a solar-powered system designed to minimize energy use and protect water resources. This approach highlighted the project's commitment to preserving hydrological cycles and ensuring the availability of water for future generations​​. In areas like the Kapondero Irrigation Scheme, afforestation activities were conducted to rehabilitate degraded lands. Over 300,000 trees were planted with a 71% survival rate, demonstrating a tangible commitment to restoring ecosystem services and enhancing biodiversity​​ .
11. The CRIM project placed a strong emphasis on inclusive participation, ensuring that interventions were accessible to a wide range of stakeholders, including women, youth, and persons with disabilities. This approach promoted equitable benefits from project interventions, adhering to the principles of 'reaching the last mile' and 'leaving no one behind'​​. The project engaged communities in environmental conservation activities, such as tree planting and natural forest regeneration, ensuring that environmental sustainability was a shared responsibility​​​​
12. Stakeholder consultations were a key component of the ESMP development process, involving community members, government officials, and local leaders. These consultations helped in understanding the level of social and environmental impacts and in developing mitigation strategies​​.

|  |
| --- |
| The project's ESMP was developed in accordance with Malawi's Environment Management Act (2017), ensuring that all potential environmental and social impacts were assessed and addressed through mitigation measures​​. The ESMP included strategies for enhancing positive impacts and mitigating negative impacts, guided by international environmental and social best practices, including the World Bank safeguards policies and the Environmental Health Standards (EHS) guidelines​​. Recognizing the potential for disputes, especially regarding land and water use, the project established grievance redress mechanisms through the WUAs. These mechanisms provided a structured way for community members to voice concerns and resolve disputes, ensuring fair and just treatment of all project beneficiaries​​.**Box 6**  Environmental and social concerns were critical in project implementation. For example, the project faced a challenge when it discovered that land designated for an irrigation scheme had ownership disputes. *"What happened was we were able to do the feasibility studies... only later on to say that land did not belong to the community,"* shared a project engineer. This instance required the project to engage in extensive community dialogue and ultimately relocate the scheme, demonstrating the importance of thorough community consultation and engagement in project planning. |

## Evaluation Criteria 8: Sustainability

**Evaluation Question 8.1: To what extent are the project's positive results likely to be sustained after the completion of the project? To what extent has the project management effectively addressed challenges and adapted to enhance delivery? What recommendations can be drawn for similar interventions in future to ensure sustainability? Was there an exit strategy for any of the elements of programme?**

|  |
| --- |
| **EQ8: Overaching Observation:**  **the CRIM project implemented a multifaceted approach to sustainability, addressing socio-economic, environmental, and institutional risks while fostering conditions for the replication of its results. Through strategic partnerships, capacity building, and community engagement, the project laid a foundation for the enduring impact of its interventions on the resilience and livelihoods of vulnerable populations in Kasungu and Mzimba districts.** |

1. **Sub-question 8.1: From your perspective, to what extent has the CRIM project fostered socio-economic, political, institutional and governance, financial and environmental risks to sustainability?**
2. **Findings 8.1 a:** **The project significantly enhanced livelihoods and environmental sustainability through various initiatives, including irrigation farming, fish farming, beekeeping, and the introduction of solar-powered irrigation systems, thereby improving food security, income diversification, and agricultural productivity. It effectively mitigated political and governance risks by aligning with national priorities and strengthening local government capacities in climate resilience, also aiming for policy advocacy to scale successes nationally. Financial sustainability efforts focused on empowering communities through savings and loans, despite the challenge of dependence on external funding. Environmental efforts in catchment management and reforestation addressed soil erosion and water runoff, contributing to biodiversity restoration and the preservation of natural ecosystems.**
3. The project enhanced livelihoods through initiatives like irrigation farming, fish farming, and savings and loans associations, which directly improved food security and income. Environmental conservation was emphasized through afforestation and catchment management, reducing the environmental risks to sustainability. Livelihood Diversification: The CRIM project initiated beekeeping and small livestock rearing activities alongside traditional farming practices. This not only diversified income sources for the communities but also introduced more resilient forms of livelihood that are less dependent on climatic conditions, thus enhancing socio-economic sustainability. Agricultural Productivity: Through the introduction of solar-powered irrigation systems, the project significantly increased agricultural productivity. This technology, being renewable and cost-effective over time, provides a sustainable solution for irrigation, reducing dependency on erratic rainfall patterns and ensuring food security.
4. By engaging with district councils and integrating project activities into district development plans, the project aligned with national priorities such as Malawi Agenda 2063, mitigating political and governance risks. Capacity building for local government staff and community leaders further strengthened institutional resilience. Local Government Capacity Building: The project worked closely with district councils to strengthen their capacity in climate resilience planning and budgeting. For instance, training sessions for district technical staff on integrating climate change into development plans ensured that these practices could continue beyond the project lifecycle. Policy Alignment and Advocacy: By aligning its objectives with national strategies like the Malawi Growth and Development Strategy and the National Resilience Strategy, the CRIM project fostered a conducive policy environment for sustainability. Advocacy efforts aimed at scaling successful interventions up to the national level demonstrated a pathway for broader impact.
5. The project addressed financial sustainability by supporting VSLAs, empowering communities to save and invest in climate-resilient agriculture and small enterprises. However, its dependence on external funding presents a financial risk for the future without guaranteed continued support. Regarding catchment management and reforestation, the project's initiatives not only combated soil erosion and water runoff but also rejuvenated biodiversity. By planting native tree species and safeguarding water sources, it successfully restored and preserved natural ecosystems.
6. **Sub-question 8.2: What evidence exists indicating the feasibility of replication or catalysis of project results, the likelihood that project activities will continue following project closure? What strategies did the project put in place to ensure continuation and sustainability of project outcomes after completion of the project? Was there an exit strategy for any of the elements of the programme? What specific examples would you isolate to demonstrate that the benefits realized or contributed by the CRIM project will last?**
7. **Findings 8.2:** **The project established a strong foundation for sustainability by focusing on knowledge transfer and capacity building in areas like sustainable agriculture and water management, allowing for the replication of successful practices. It developed scalable models, such as irrigation schemes and Village Savings and Loan Associations (VSLAs), aimed at enhancing agricultural productivity and financial resilience. Through forming Water User Groups (WUGs) and partnering with various stakeholders, the project ensured the maintenance and local ownership of interventions, extending its impact. The integration of sustainability into local development plans and the emphasis on training ensured that the benefits, such as improved productivity and economic resilience, would endure beyond the project's lifetim**
8. By emphasizing knowledge transfer and training in sustainable agricultural practices, water management, and conservation techniques, the project built a solid foundation for communities to replicate successful interventions independently. The development of irrigation schemes and VSLAs presents replicable models for other communities facing similar challenges. The project's approach to integrated catchment management is another aspect that can be scaled and replicated.
9. The project developed a sustainability plan to maintain impacts beyond project closure, including The formation of WUGs for the management of irrigation schemes and multipurpose dams ensured local ownership and maintenance of these infrastructures. By involving communities in decision-making, the project guaranteed that these initiatives would be valued and sustained. In addition, Collaborations with NGOs, government departments, and community-based organizations maximized resources and expertise. This approach not only enhanced the project’s reach and impact but also ensured that various stakeholders had a vested interest in continuing the project’s initiatives.
10. As part of the exit strategy, the project emphasized training and capacity building for both institutional staff and community members, ensuring the retention of knowledge and skills within the communities and government departments this. Involving local governance structures in the project's activities was aimed at integrating sustainability into local development plans. Notable enduring outcomes include the creation of irrigation schemes, which boosted agricultural productivity, and the establishment of VSLAs, enhancing financial inclusion and economic resilience among community members. These are prime examples of the project's long-lasting benefits.
11. Despite the significant impacts on agricultural practices and production, the project faced challenges, particularly in ensuring the sustainability of the introduced practices and linking increased production to market opportunities. The issue of market access was a recurrent theme, as increased production did not automatically translate into higher incomes for farmers due to the lack of established value chains for their produce. In response to these challenges, the CRIM project adapted its strategies to include capacity building in market negotiation and linkage to potential buyers. Efforts were made to establish connections between farmers and agribusiness companies, as well as to explore opportunities for value addition to agricultural products.
12. **Subquestion 8.3: How effective were the synergies fostered by the CRIM project in ensuring sustainability of results? At institutional level? At community level?**
13. **Findings 8.3: The key finding is that the project's exit strategy, focusing on training and capacity building along with the engagement of local governance, ensured the sustainability and retention of benefits within communities.**
14. Training and capacity building for both institutional staff and community members served as part of the exit strategy, ensuring that knowledge and skills remained within the communities and government departments. The involvement of local governance structures in project activities aimed to embed sustainability into local development agendas. The establishment of irrigation schemes that increased agricultural productivity and the formation of VSLAs, which improved financial inclusion and economic resilience among community members, are specific examples of lasting benefits.
15. Sustainability was partially achieved, with concerns about the continuity of benefits without external support. While capacity building and engagement of local structures were strong, there were apprehensions regarding the financial and institutional sustainability of initiatives like irrigation schemes and environmental conservation efforts post-project.

# Chapter Four: Conclusions

Based on the findings presented in the previous section, an overall assessment that responds to the evaluation questions is provided below.

## 4.1 Relevance and adaptability

1. The CRIM project aligns with Malawi Government resilience strategies and the UNDP programming framework, enhancing climate resilience through strategic support to agricultural growth, risk reduction, and catchment protection. The project facilitates practical interventions like goat and beekeeping, irrigation schemes, and Village Savings and Loan groups, contributing significantly to these objectives. It also builds the capacity of district councils in climate adaptation, aiding in the achievement of SDG 13 and improving responses to climate risks through initiatives in catchment protection and sustainable livelihoods. Additionally, the project emphasizes gender inclusivity, aligning with national and regional policies and the SDGs, by promoting women's participation in decision-making, thereby fostering inclusive and sustainable development.

## 4.2 Coherence

1. The CRIM project demonstrates strong coherence with national and international frameworks on climate resilience, sustainable development, and inclusive growth. It aligns its activities with the Malawi Government’s resilience policies, UNDP's strategic priorities, and the SDGs, augmenting ongoing climate change and community resilience efforts. The project's focus on sustainable agriculture practices, capacity building for district councils, and gender inclusivity support and advance national and international development agendas, enhancing the sustainability and impact of its outcomes. Additionally, the project emphasizes community engagement through initiatives like VSLAs, promoting inclusive development and directly contributing to SDGs related to poverty alleviation, gender equality, and sustainable communities, ensuring not to leave anyone behind in the drive for sustainable development.

## 4.3 Effectiveness

1. The CRIM project has proven highly effective in addressing the complex challenges of climate change in Malawi. It stands out for its holistic approach, empowering communities economically and socially while promoting environmental sustainability. Key achievements include boosting financial literacy and autonomy, improving agricultural productivity through climate-smart practices, and enhancing water access and management with solar-powered irrigation. Capacity building efforts have ensured sustainable implementation, while environmental initiatives like afforestation have provided alternative livelihoods. However, the project's effectiveness was somewhat derailed by neglecting agricultural value chains, indicating a need for future projects to integrate market development for greater impact.

## 4.4 Efficiency

1. The CRIM project efficiently utilized resources to enhance climate resilience and promote sustainable development in targeted communities. Its strategic, cost-effective initiatives maximized investment value and fostered community ownership, ensuring long-term sustainability. Despite challenges like the COVID-19 pandemic, the project adapted by flexibly adjusting timelines, reallocating resources, and leveraging partnerships, which extended its budget and amplified its impact. The decentralized implementation and proactive engagement with local councils and communities facilitated quick decision-making, aligning activities with community needs. Nonetheless, the project recognized the need to refine administrative and procurement processes to expedite fund disbursement and enhance future implementations.

## 4.5 Implementation

1. Effective coordination, stakeholder engagement, adaptability, and diligent implementation of recommendations played critical roles in the project's success. The project forged strong partnerships and adopted a holistic approach that greatly enhanced climate resilience among vulnerable communities in Malawi. Despite facing resource constraints, that affected interactions with district councils, the project utilised strategic collaborations and effective communication to navigate these challenges, successfully integrating climate resilience initiatives into Malawi’s broader development agenda and managing the complexities of concurrent efforts. Moreover, the project demonstrated exceptional adaptability in response to unexpected challenges, including the COVID-19 pandemic. This flexibility, coupled with proactive engagement at both district and community levels, was instrumental in advancing project activities amidst these challenges.

## 4.6 Impact

1. The CRIM project significantly enhanced climate resilience and sustainable agriculture in Kasungu and Mzimba, effectively integrating climate adaptation into district planning. Through the development of solar-powered irrigation schemes that provided an environmentally friendly and cost-effective solution for water management and the promotion of climate-smart agriculture, the project markedly improved food security and livelihood diversification. It also fostered economic empowerment and community development via initiatives like VSLAs, beekeeping, and irrigation farming, which led to increased food self-sufficiency and economic independence. The project further empowered vulnerable groups such as women, youth, persons with disabilities, and other marginalized communities, ensuring equitable participation, enhancing adaptive capacities and improving access to resources. While the project implementation resulted in mostly positive unintended changes, including better environmental management, increased social cohesion, and reduced gender inequality, it also highlighted the challenges of unintended social issues linked to increased financial autonomy. This underscores the need for a holistic approach in community development that kindly addresses the social implications of economic empowerment initiatives.Top of Form

## 4.7 Cross-Cutting Issues

**220.** The CRIM project effectively addressed district-level gender and human rights priorities by integrating gender considerations into its design and ensuring inclusive participation. Initiatives such as VSLAs and sustainable agricultural practices significantly improved the livelihoods of women and vulnerable populations, promoting gender equality and economic independence. The project adopted an inclusive approach, targeting vulnerable groups and facilitating their empowerment through capacity-building opportunities, which enhanced their adaptive capacities and livelihoods. Despite these efforts, challenges emerged, particularly social issues related to economic empowerment. Additionally, the project implemented many gender and human rights initiatives towards the end of the project without dedicated financial resources, which limited their effectiveness. This emphasizes the need for more structured gender-related activities and better resource allocation in future projects. The project also made significant progress in integrating environmental and social concerns. For instance, the project developed comprehensive ESMPs for projects like the Kanyamauli Multipurpose Dam and the Nthembo Irrigation Scheme, focusing on sustainable natural resource management and enhancing adaptive capacities. Furthermore, stakeholder consultations and the establishment of grievance redress mechanisms played a key role in managing social and environmental impacts, underlining the project's dedication to inclusive participation and mitigation of potential negative effects.

## 4.8 Sustainability

1. The CRIM project significantly advanced food security, income diversification, and agricultural productivity through initiatives like irrigation and fish farming, beekeeping, and solar-powered irrigation systems. These aligned with national priorities and local capacities, reducing governance risks and advocating for broader policy application. The project also prioritized environmental sustainability through effective catchment management and reforestation to combat soil erosion and preserve biodiversity. The project augmented Institutional sustainability through capacity building for local government and community leaders, aligning with Malawi's Agenda 2063 to ensure the longevity of climate resilience practices beyond the project's life. It further addressed financial sustainability through community-driven savings schemes and diverse income-generating activities, despite the challenges of external funding dependence. The project also developed scalable models in sustainable agriculture and water management, with Water User Groups (WUGs) ensuring the continuation and local ownership of these interventions. However, it faced challenges with financial dependence and the late initiation of gender and human rights activities, suggesting future projects should allocate specific funds to these areas from the start and extend engagement timelines to enhance effectiveness.

# Chapter Five: Lessons Learned

1. **Relevance:** Tailoring interventions to the specific needs and priorities of local communities and aligning with national strategies enhance the relevance and acceptance of climate resilience projects. The CRIM project's alignment with Malawi's development goals and its focus on vulnerable communities underscore the importance of such alignment for success.
2. **Effectiveness:** Effective capacity building and stakeholder engagement are pivotal in achieving project outcomes. The project demonstrated that equipping local councils and communities with the necessary skills and knowledge significantly contributes to the effectiveness of climate resilience efforts. However, A crucial lesson from the CRIM project underscores the importance of integrating value chain development into agricultural and livelihood diversification projects to ensure economic sustainability. Enhancing production or diversifying income sources is insufficient without linking these efforts to viable markets.
3. **Coherence:** Collaboration with existing initiatives and clear communication channels prevents duplication of efforts and enhances synergies. CRIM's coordination with other resilience-building efforts in Malawi illustrates the value of a coherent approach that leverages existing resources and expertise.
4. **Efficiency:** Strategic fund allocation and the adoption of innovative, cost-effective solutions are essential for maximizing impact with limited resources. CRIM’s use of solar-powered irrigation systems as a cost-effective and sustainable solution highlights the efficiency gains from innovative approaches.
5. **Implementation:** Decentralized implementation that leverages local governance structures can enhance project delivery and ensure interventions are closely aligned with community needs. CRIM's engagement with district councils facilitated tailored interventions that addressed specific local challenges.
6. **Cross-cutting Issues:** Integrating gender considerations and inclusive practices from the outset ensures equitable participation and benefits. CRIM’s focus on empowering women and other vulnerable groups demonstrates the importance of inclusivity in climate resilience projects.
7. **Impact**: Building resilience requires a multifaceted approach that addresses immediate needs while also contributing to long-term sustainability. The project’s initiatives, from improving agricultural productivity to enhancing water management, showcase how diverse interventions collectively contribute to a significant positive impact.
8. **Sustainability:** Ensuring the sustainability of project benefits necessitates community ownership, ongoing capacity building, and integration into local planning and budgeting processes. CRIM's efforts to embed resilience strategies within local governance frameworks underscore the importance of sustainability planning from the project's inception.

# Chapter Six: Recommendations



## 6.1 Strategic Recommendations

1. **Expanding funding sources for financial sustainability:** Identify and engage new funding partners from the private sector, and the government to diversify funding sources. Develop a sustainability plan that includes community contributions to project initiatives to reduce reliance on external donors. **(High Priority - UNDP, EAD), Origin: EQ 5**
2. **Scaling up and replicating successful models :** Identify and document best practices and lessons learned from the CRIM project to guide the replication and scaling up of successful interventions in other regions. This should involve a detailed analysis of factors contributing to success, including community engagement, technological innovations, and capacity building. Thus, create a replication guide based on successful project interventions such as solar-powered irrigation and VSLAs. Partner with other districts and NGOs to adapt and implement these models in new contexts, supported by evidence of their effectiveness. **(Medium Priority - UNDP, District Councils), Origin: EQ 6 and Finding 8.2**
3. **Enhance coordination and communication:** Improve the coordination mechanism between the central level (EAD) and district councils to ensure regular communication, effective project oversight, and timely intervention in challenges. Establish a dedicated communication channel that facilitates direct interaction between all stakeholders involved. **(High Priority - UNDP, EAD, District Councils), Origin: EQ 8.1, Finding 8.1a.**
4. **Financial sustainability and diversification :** Develop strategies for financial sustainability post-project to ensure the continuity of project benefits. This includes exploring avenues for additional funding, encouraging government investment, and fostering public-private partnerships to support ongoing and future resilience activities. **(High Priority - UNDP, EAD): Origin: Finding 8.1a & 8.2.**

## 6.2 Operational Recommendations

1. **Strengthening monitoring and evaluation systems:** Revise the M&E framework to incorporate real-time data collection tools and impact assessment methodologies. Train project staff and local partners in M&E best practices to ensure comprehensive tracking of project progress and outcomes. Further to this, enhance the M&E framework to include more specific, measurable, achievable, realistic, and time-bound (SMART) indicators. Establish a continuous learning mechanism that allows for the adaptation of project strategies based on real-time feedback and evolving project contexts **(High Priority - UNDP, EAD), Origin: (EQ 4)**
2. **Defining resilience clearly:** Collaborate with stakeholders to develop a comprehensive resilience framework that captures socio-economic resilience, environmental resilience, and institutional resilience. This framework should then be integrated into project planning, implementation, and evaluation phases. The absence of a universally accepted definition of resilience within the project's context may lead to varied interpretations and implementations of resilience-building activities, potentially diluting the project's focus and impact. **(High Priority - UNDP, EAD), Origin: (EQ 3) and Implementation (EQ 4)** where inconsistencies in the application of resilience strategies could indicate the need for a clearer operational definition.
3. **Incorporating climate adaptation into district development planning:** Facilitate workshops and training sessions for district council members on integrating climate adaptation strategies into local development plans. Provide technical support and resources to embed climate resilience measures into planning and budgeting processes. And also, focus on targeted capacity-building initiatives for district council staff and community members, particularly in areas such as project management, financial management, and technical skills related to climate resilience. Tailor training programs to address specific needs and gaps identified during the project evaluation. **(High Priority - District Councils) Origin: (EQ 3 and EQ 8 Finding 8.1a):** This stems from the project's success in influencing district-level planning, highlighting the importance of continuing to integrate climate adaptation into local governance structures.
4. **Strengthen agricultural value chains:** Develop and strengthen agricultural value chains. This involves facilitating market linkages between farmers and agribusinesses, enhancing value chain support services, investing in market access infrastructure, building agribusiness capacities, promoting diversified and high-value crops, supporting local processing to add value, and engaging donors as well as the private sector for value chain development support. **(High Priority- EAD, District Councils) Origin EQ3, Finding 3.5a**
5. **Improving donor reporting and engagement:** Establish a structured, periodic reporting and engagement plan that includes detailed progress reports, impact assessments, and regular briefing sessions with donors. Incorporate feedback loops to adapt project strategies based on donor insights and priorities. Effective donor engagement and transparent reporting are crucial for maintaining trust, ensuring continued support, and aligning project objectives with donor expectations. **(High Priority - UNDP), Origin: (EQ 5) and sustainability (EQ 8)** insights, where concerns about ongoing funding and resource allocation post-project might underscore the importance of keeping donors well-informed and engaged in sustainability planning.

# Chapter Seven: Annexes



## Annex 1: Terms Of Reference For The End Of Term Evaluation Of Climate Resilience Initiative In Malawi (Crim) Project

|  |  |
| --- | --- |
| **Assignment Title** | National Individual Consultant for the End Term Evaluation of Climate Resilience Initiative in Malawi (CRIM) Project -IC/MWI/004-2021 |
| **Project** | Climate Resilience Initiative in Malawi (CRIM) Project |
| **Type of Contract** | Individual Contract |
| **Contract Period** | 22 man days |
| **Supervisor** | Rabi Narayan Gaudo |
| **Location** | Lilongwe |
| **Country** | Malawi |

1. **BACKGROUND**

Malawi is highly vulnerable to climate change, evident from increase in extreme weather, higher temperatures, and more erratic rainfall patterns, all of which are negatively impacting the well-being of Malawians, especially rural communities. This is exacerbated by the country’s narrow economic base, high dependence on rain-fed agriculture, over-reliance on biomass for household energy. Despite a comprehensive policy framework, there exists significant gaps in the implementation of such policies and strategies.

The Government of Malawi through the Environmental Affairs Department with financial support from the Flanders Government and UNDP are implementing the Climate Resilience Initiative in Malawi (CRIM) project in Mzimba and Kasungu District Councils. The project originates out of recognition that, without significant adaptation efforts, the risks posed by climate change will undermine years of development assistance and asset accumulation. The project aims to enhance adaptive capacity of vulnerable communities and improve capacity of Mzimba and Kasungu district councils to better manage, monitor and respond to climate change. This is being done through implementation of three key outputs:

1. Improved capacity of district councils for Integration of climate adaptation into district development plans, budgets and service delivery;
2. Strengthened integrated watershed protection; and
3. Adaptive capacity of vulnerable households strengthened and exposure to climate risks reduced.

The project is in line with the Malawi Growth and Development Strategy (MGDS III 2017-2022) in which the Government of Malawi has made strong commitments to address the impacts of climate change by improving investments in integrated and community-based natural resource management, including through decentralization and local governance at district levels. The project specifically contributes to one of the five priority areas of the MGDS III priority area 1 being agriculture, water development and climate change management, which also relates to UNDAF pillar 3 on Inclusive and Resilient Growth through its. Under this Theme the project falls under outcomes 7 and 8: ‘Households have increased food and nutrition security, equitable access to WASH and healthy ecosystems and resilient livelihoods’ and ‘Malawi has more productive, sustainable and diversified agriculture, value chains and market access, respectively.

The project commenced implementation in 2019 and is due to close at the end of the 2022. The project document provides for an end of term evaluation. Hence, UNDP and EAD are seeking the services of a national consultant to conduct the end of term evaluation and these terms of reference form part of the process.

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 course of implementation to inform future decisions in design, implementation and management of similar interventions.
3. Fulfill UNDP’s accountability requirement to national stakeholders.

The main users of the evaluation results include:

* Environmental Affairs Department
* Ministry of Local Government and Rural Development
* Kasungu and Mzimba District Councils
* UNDP
* The Flanders Government
* Ministry of Agriculture
* OPC
* Ministry of Finance

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

The evaluation will assess the performance of the project 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 impact areas of Mzimba and Kasungu districts. The exercise will cover the period 1st January 2019 to 31st December 2022.

* 1. **Objectives**

The objective of the evaluation to provide a status of progress towards the project outcome and outputs and provide lessons learnt and recommendations for improving 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 impact, both positive and negative, from contributions of the project.
* Assess the relevance of the project strategies to development needs of the people and global and national development goals.
* Assess effectiveness and efficiency of the project in implementing and achieving the specific expected results and analyse any factors contributing 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, sustainability of similar projects in future;
* Document lessons learnt to inform future similar projects.

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 in line 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 clearly identified.
* Did the design of the projects take scale and 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 outcome?
* 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 especially women and the youth.
* To what extent were human rights, gender and disability issues mainstreamed in the project strategies and implementation?

1. **Efficiency**

* Whether the projects 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 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 the effective and efficient implementation of the project?
* 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 enhancing and building climate resilience for the poor and vulnerable groups in the targeted districts?
* Did the project interventions duplicate existing similar interventions in the targeted areas and were there any collaboration with similar interventions?

1. **Sustainability**

* To what extent are the project positive results likely to be sustained after the completion of the project?
* What strategies did the project have to ensure 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 or negative outcomes, if any, as the result of the project?

1. **APPROACH AND METHODOLOGY**

The evaluator should provide details in respect of:

1. Examine project **theory of change**. The evaluator will be expected to validate/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**:

i)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.

1. Analysis: Data triangulation and analysis triangulation to validate evidence and arrive at findings.

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

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

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 expectation 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 Programme Analyst responsible for the Climate Resilience Initiative 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 Environmental Affairs Department, District Councils (Kasungu and Mbelwa) 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 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 5 days after signed a contract with UNDP

2. Draft evaluation report – to submitted within 4 weeks of signing contract

3. Final report, including a 2-4 page executive summary, a set of practical and strategic recommendations (not to exceed 10 recommendations). The final report should not exceed 50 pages excluding annexes. Contents of the final evaluation report are provided in the annex.

*.*

1. **REQUIRED QUALIFICATIONS AND EXPERIENCE**

* At least Master’s degree in science or social science with a minimum of 7 years work experience or 10 years’ of experience for Bachelor’s degree holders.
* Proven experience in conducting evaluations of national development programmes or projects supported by the UN or other similar international organizations. Must have conducted at least two such evaluations.
* Minimum five (5) years of work experience in any of the following areas climate change adaptation, resilience building and natural resources management.
* Experience in gender equality and women empowerment initiatives;
* 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 22 work days.

Contract Start Date: 15 October, 2022**.** Contract End Date: 14 December, 2022.

**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 |  |  |  | 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 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 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 template provided. If an Offeror 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 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 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 Master’s degree in science or social science with a minimum of 7 years work experience or 10 years’ of experience for Bachelor’s degree holders. |  | *5* |
| ***Criteria B****:* Minimum five (5) years of work experience in any of the following areas climate change adaptation, resilience building 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 initiatives |  | *10* |
| ***Criteria E***: Brief methodology on how they will approach and conduct the work in not more than 2 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 at 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 instruction may not be considered or may result in disqualification of proposal.

Completed proposals should be submitted using Quantum no later than **28th September 2022 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) CC: [susan.mkandawire@undp.org](mailto:susan.mkandawire@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; responsibility of TL to provide impartial, evidence-based, report 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

## Annex 2: Evaluation Matrix

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Relevant Evaluation Criteria | Key Informant Questions | Specific Sub-Questions | Data Sources | Data Collection Methods/ Tools | Indicators of Success Standards | Methods of Data Analysis |
| 1. Relevance | 1.1 To what extent were the project outcomes congruent with the operational program strategies, country and regional priorities and UNDP Country Programme Document (CPD)? | 1.1.1 Which national/regional strategies were supporting, and which are conflicting, with the project? | Project document, Progress reports,  Annual Reports, feedback from IPs/RPs | Project documents review and analysis, interviews with UNDP Projects Staff, face to face interview beneficiaries, and officials | Level of alignment of Project Documents with progress reports Respondents' views and perceptions | Comparative document analysis  Content/thematic analysis of project documents  Statistical analysis |
|  |  | 1.1.2 In what way was the project consistent with the UNDP Country Programme Document? | Project document, Progress reports,  Annual Reports, feedback from IPs/RPs | Project documents review and analysis, interviews with UNDP Projects Staff, face to face interviews beneficiaries, and officials | Level of alignment of Project Documents with progress reports Respondents' views and perceptions  . | Comparative document analysis,  Content/thematic analysis of project documents  Statistical analysis |
|  |  | 1.1.3 How are UNDP Malawi interventions aligned with Malawi Development agenda (MW 2063) as well as SDGs? | Project document, Progress reports,  Annual Reports, feedback from IPs/RPs | Project documents review and analysis, interviews with UNDP Projects Staff, face to face interviews beneficiaries, and officials | Level of alignment of Project Documents with progress reports Respondents' views and perceptions  . | Comparative document analysis,  Content/thematic analysis of project documents  Statistical analysis |
|  | 1.2 Was the project design appropriate for delivering the expected outcomes? | 1.2.1 Was the project responding optimally to farmer demands to increase agricultural production amidst climate change issues | UNDP AWPs, Evaluation reports and Feedback from IPs and stakeholders Beneficiaries, Stakeholders | Document review, project progress reports and analysis and stakeholder interview, Household interviews | Level of alignment of Project Documents with progress reports Respondents' views and perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 1.2.2 Was the project design optimally enhancing the adaptive capacity of vulnerable communities to better manage, monitor and respond to climate change? | UNDP AWPs, Evaluation reports and Feedback from IPs and stakeholders, Beneficiaries, Stakeholders | Document review, project progress reports and analysis and stakeholder interview, Household Interviews | Level of alignment of Project Documents with progress reports Respondents' views and perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  | 1.3 To what extent were the project’s objectives and components clear, practical and feasible within the timeframe? | 1.3.1 Were the objectives/activities of output 1 (enhanced climate resilience for district councils) practical and feasible and consistent with the overall goal and intended impacts? | UNDP AWPs, Evaluation reports and Feedback from IPs and stakeholders | Document review, project progress reports and analysis and stakeholder interview | Level of alignment of Project Documents with progress reports Respondents' views and perceptions, field evidence | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 1.3.2 Were the objectives/activities of output 2 (strengthened integrated watershed protection) practical and feasible and consistent with the overall goal and intended impacts? | UNDP AWPs, Evaluation reports and Feedback from IPs and stakeholders | Document review, project progress reports and analysis and stakeholder interview | Level of alignment of Project Documents with progress reports Respondents' views and perceptions, field evidence | Content/thematic analysis of project documents,  Casestudy analysis/field observenations  Statistical analysis |
|  |  | 1.3.3 Were the objectives/activities of output 3 (household resilience to climate risks) practical and feasible and consistent with the overall goal and intended impacts? | UNDP AWPs, Evaluation reports and Feedback from IPs and stakeholders | Document review, project progress reports and analysis and stakeholder interview | Level of alignment of Project Documents with progress reports Respondents' views and perceptions, field evidence | Content/thematic analysis of project documents,  Casestudy analysis/field observations  Statistical analysis |
| 2. Coherence | 2.1 Did the project duplicate other initiatives in the area? Did the project strategy conflict or contradict existing initiatives in the area? To what extent did the project complement existing initiatives?) | 2.1.1 How did UNDP collaborated with partners? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Stakeholders | Document review and analysis stakeholders interview | Level of achievement Respondent perception | Content/thematic analysis,  Project documents reviews  Casestudy analysis/field observations |
|  |  | 2.1.2 To what extent did the project built on existing agreements, initiatives, data sources, and synergies, complementarities with other projects, project components, and partnerships, and avoid duplication of similar activities of other groups? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, Stakeholders | Document review and analysis stakeholders interview | Level of achievement Respondent perception | Content/thematic analysis,  Project documents reviews  Casestudy analysis/field observations |
|  |  | 2.1.3 What have been the project's synergistic effects with other Government-led programmes regarding the achievement of outputs? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Stakeholders | Document review and analysis stakeholders interview | Level of achievement Respondent perception | Content/thematic analysis,  Project documents reviews  Casestudy analysis/field observations |
| 3. Effectiveness | 3.1 To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributed to the action, and what factors contributed to achieving or not achieving project outcomes? | 3.1.1 How much of the main achievements of project outcomes can be attributed to the project? | Projects Reports, Projects Evaluation reports, Project completion report, and, UNDP | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 3.1.2 To what extent did the project’s management, administrative and oversight arrangements contributed to the efficient achievement of the project results? | Projects Reports, Projects Evaluation reports, Project completion report, and, UNDP | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 3.1.3 What factors contributed to the achievement or non-achievement of the intended project outputs and outcomes? | Projects Reports, UNDP staff, and Stakeholders | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 3.1.4 What were the key factors (internal and external) that influenced the achievement / non achievement of the objectives? | Projects Reports, UNDP staff, and Stakeholders | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 3.2 Have there been any unintended positive or negative effects of the project activities? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content analysis of reports, stakeholder interviews analysis |
|  |  | 3.3 were the project strategies effective in responding to the needs of the beneficiaries? | Projects Reports, UNDP staff, and Stakeholders | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 3.4 How has the project ensured that the target population was adequately identified (in relation to its objectives) and what factors influenced the coverage and reach of project interventions? | Projects Reports, UNDP staff, and Stakeholders | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 3.5 Was the M&E system adequate and appropriate, and was M&E data used to improve project performance? | Projects Reports, AWP, Result Framework, UNDP staff, and Stakeholders | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
| **Output level effectiveness** | 3.6 Do you think the CRIM project has contributed to building capacity of district councils in integrating climate adaptation strategies into their development plans, budgets and services? | 3.6.1 What specific examples can you site to show this contribution? | Projects Reports, UNDP staff, and Stakeholders | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  | 3.7 Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds? | 3.7.1 What specific examples can you site to show this contribution? | Projects Reports, UNDP staff, and Stakeholders | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  | 3.8 Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks | 3.8.1 What specific examples can you site to show this contribution? | Projects Reports, UNDP staff, and Stakeholders | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
| 4. Efficiency | 4.1 How well have resources been used? (funds, expertise, time, administrative costs, etc.) | 4.1.1 From the perspective of your output/s, how do you assess delivery of results vis a vis costs to do so- delivering more with less? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP stakeholders | Documents review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Review of approved budgets  Statistical analysis |
|  |  | 4.1.2 Were project activities timely implemented?, and were there sufficient management procedures to affect efficiency? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Documents review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Review of approved budgets  Statistical analysis |
|  |  | 4.1.3 What specific examples would you site to show that you were able to deliver more with less costs? | Projects Reports, UNDP Project staff, UNDP stakeholders | Documents review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 4.1.4 What mechanisms enabled this (or not?) | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP stakeholders | Documents review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 4.1. 5 How efficiently did project management dealt with the challenges facing the project and adapted to overcome difficulties and improve delivery? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP stakeholders | Documents review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 4.1.6 Were the selected technologies and any other adopted innovations suitable? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Documents review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 4.1.7 Were the delivery of government inputs in terms of personnel and premises sufficient and on time? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Documents review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 4.1.8 Have UNDP CO activities provided the EAD at national and district level with the necessary support regarding technical and institutional/strategic aspects? Was this provided on time? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Documents review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
| 5. Implementation | 5.1 How well has implementation of the CRIM been coordinated? | 5.1.1 How did UNDP collaborated with partners and to what extent does the project develop new partnerships or enhance existing ones? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 5.1.2 Has the partnership strategy been appropriate and effective? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 5.1.3 To what extent are stakeholders engaged in the project? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 5.1.4 To what extent was the project management responsive to significant changes in the environment in which the project functioned? And to what extent were lessons learnt from other relevant projects incorporated? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 5.1.5 To what extent were recommendations from the project steering committee and periodic reviews implemented? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
| 6. Orientation towards Impact | 6.1 What difference does the CRIM project make? | 6.1.1 What changes has the CRIM contributed to when it comes to improving lives of Kasungu and Mzimba farmers in general? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 6.1.2 Do you think the CRIM project has contributed to improved individual resilience to shocks and crises for Kasungu and Mzimba Farmers? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 6.1.3 In particular, from your perspective, do you think the CRIM Project has contributed to improving the lives of vulnerable people (specifically, women, those with disabilities, living with HIV, persons with albinism etc)? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 6.1.4 What would you highlight as key unintended changes that the CRIM projejct has contributed over its implementation? (Specifically in reference to economic and individual resilience, reduction in vulnerability against shocks and crises, reduction in gender inequality, improving national capacities, environmental sustainability, and promoted human rights). | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials | Document review and analysis stakeholder interview | Level of achievement Respondent perception | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
| 7. Equity/gender | 7.1 Has the CRIM Project been well-targeting and addressing district level needs and priorities when it comes to gender and human rights? | 7.1.1 To what extent were the gender considerations accounted for in designing and implementing the project? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Document review and analysis stakeholder interview | Field evidence Respondent perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 7.1.2 Has the project been designed and implemented in a manner that ensures equitable participation and benefits regarding gender, youth and disability in promoting the principle of ‘reaching the last mile’ and ‘leaving no one behind’? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Document review and analysis stakeholder interview | Field evidence Respondent perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 7.1.3 To what extent were environmental and social concerns taken into consideration in the design and implementation of the project? | Project Reports, UNDP, UNDP staff, Stakeholders | Document review and analysis stakeholder interview | Field evidence Respondent perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
| 8. Sustainability | 8.1 Will the benefits last? | 8.1.1 From your perspective, to what extent has the CRIM project fostered socio-economic, political, institutional and governance, financial and environmental risks to sustainability? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Documents review and analysis  Stakeholder interviews | Field evidence Respondent perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  | 8.2 What evidence exists indicating the feasibility of replication or catalysis of project results, the likelihood that project activities will continue following project closure? | 8.2.1 What strategies did the project put in place to ensure continuation and sustainability of project outcomes after completion of the project? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Documents review and analysis  Stakeholder interviews | Field evidence Respondent perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 8.2.2 Was there an exit strategy for any of the elements of the programme? What specific examples would you isolate to demonstrate that the benefits realised or contributed by the CRIM project will last? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Documents review and analysis  Stakeholder interviews | Field evidence Respondent perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  | 8.3 How effective were the synergies fostered by the CRIM project in ensuring sustainability of results? | 8.3.1 At institutional level? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, stakeholders | Documents review and analysis  Stakeholder interviews | Field evidence Respondent perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |
|  |  | 8.3.2 At community level? | Projects Reports, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, stakeholders | Documents review and analysis  Stakeholder interviews | Field evidence Respondent perceptions | Content/thematic analysis of project documents,  Casestudy analysis  Statistical analysis |

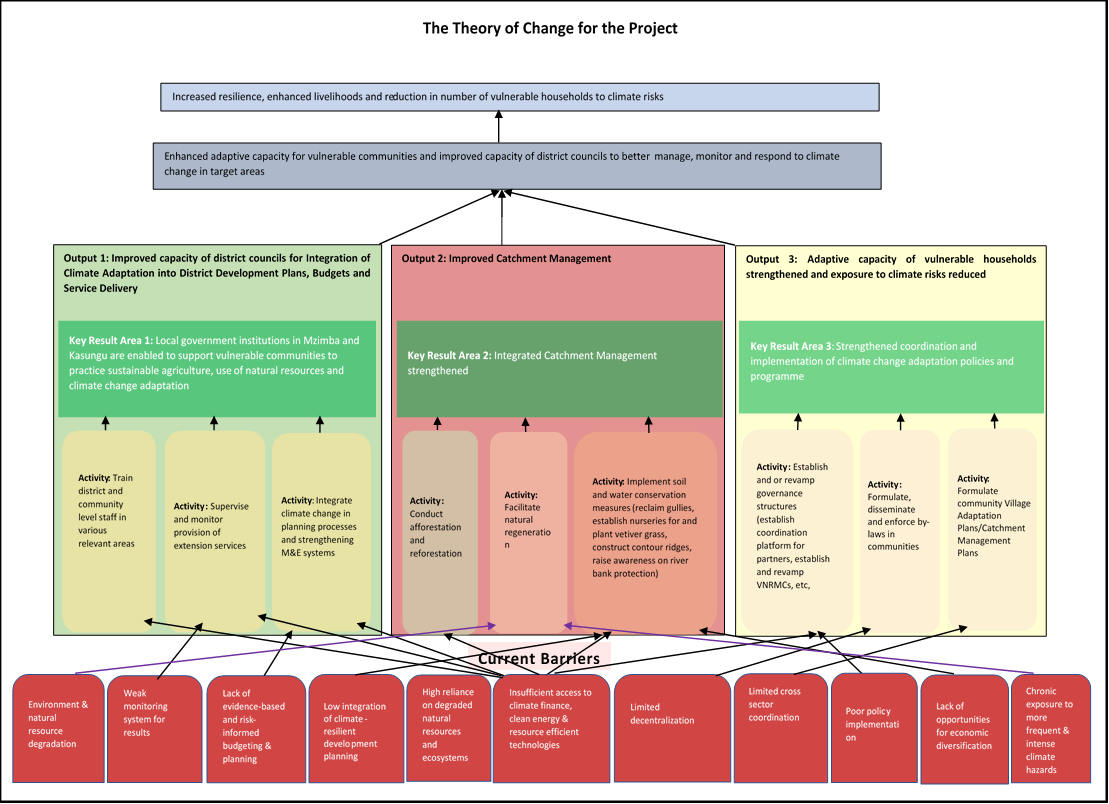
## Annex 3: Methodology

End of term evaluation key questions and evaluation criteria

1. The ETE methodology will adhere to the United Nations Evaluation Group (UNEG) Norms and Standards[[34]](#footnote-34). The ETE will adopt a consultative and transparent approach with internal and external stakeholders kept informed throughout the ETE process. The backbone of the ETE consists of seven evaluation questions.
2. These questions refer to the relevance and design, coherence, effectiveness, efficiency, implementation, sustainability and impact of the project. The evaluation questions have been proposed in the ToRs for the ETE. These questions and sub-questions are presented in the evaluation matrix which also serves as the draft data collection tool (Annex 2). Having identified the stakeholders and their roles, specific questions will be directed at each main stakeholder.
3. The main questions are briefly discussed here:
   1. To what extent are the project outcomes congruent with the operational program strategies, country and regional priorities and UNDP Country Programming Framework? (Relevance, Design); and is the project design appropriate for delivering the expected outcomes? To what extent are the project’s objectives and components, clear, practical and feasible within the timeframe? The specificity and measurability of its outcomes and outputs using SMART indicators, and the logical relationship between its outcomes, outputs, activities, and inputs. Were gender considerations and rights based issuea integrated thoroughly into the design and implementation of the project, ensuring equitable participation and benefits for all genders and considered scalability? The question refers to prioritization of gender equity by carefully considering the inclusion of gender perspectives in both the design and implementation phases. This involved ensuring that project activities were structured to promote equal participation and benefits among diverse genders, aligning with the project's commitment to social inclusivity. (Project Design). This question refers to the relevance of the project and its design, its consistency with existing national and global strategies and policies, its appropriateness for delivering the expected outcomes, and the soundness of project design.
   2. To what extent did the project made progress and demonstrating measurable outcomes and outputs on both strategic and community-level delivery? This question refers to the project’s effectiveness, particularly whether the project was on track in achieving the expected outcomes and high-level results, what factors contributed toa chieving or not achieving intended project outputs? Were there any positive and negative unplanned effects/results?, were the project strategies effective in responding to the needs of the beneficiaries especially the vulnerable population especially women and youth? To what extent were human rights, gender and disability issues mainstreamed in the project strategies and implementation? To what were the effects of the COVID-19 restrictions, and what other factors have influenced understanding of long term implications for the achievement of outcomes. (Effectiveness).
   3. To what degree were the project management arrangements effective, efficient, and transparent? This inquiry encompasses the project's efficiency, assessing its utilization of resources (financial, physical and human capital) as well as synergies and complementarities with other projects, evaluating the timeliness and efficiency of management, and gauging the adequacy of support from Monitoring and Evaluation (M&E) and the delivery of government inputs (Personnel and Premises).
   4. What partnerships were built or strengthened to improve 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 the effective and efficient implementation of the project? 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. (Implementation)
   5. Was the project consistent and complementary with other interventions enhancing and building climate resilience for the poor and vulnerable groups in the targeted districts? Did the project interventions duplicate existing similar interventions in the targeted areas and were there any collaboration with similar interventions? (Coherence)
   6. To what extent are the project's positive results likely to be sustained after the completion of the project? The question entails project sustainability by exploring the strategies put in place to ensure continuation and sustainability of project outcomes after completion of the project. To what extent has the project management effectively addressed challenges and adapted to enhance delivery? What recommendations can be drawn for similar interventions in future to ensure sustainability? Was there an exit strategy for any of the elements of programme?
   7. What are the effects of the project on beneficiaries and communities? Additionally, which successful practices can be replicated or expanded? And what are the negative outcomes of the project? The question emphasizes the importance of identifying and expanding successful practices for broader impact and sustainability.

*Theory of change*

1. The project documentation presents a diagram that outlines out the project’s objective hierarchy, which is also the project's theory of change and has been adopted by the consultant. This framework identifies the emerging challenges and outlines the sequence of activities that will produce the desired outputs, outcomes, and eventual impact. The project's structure is centered around three main components: improved capacity of district councils to integrate climate adaptation into their planning, budgeting, and service delivery; better catchment management; and strengthened household resilience with a decreased exposure to climate risks. Specific activities within each component are designed to fulfill targeted goals. These efforts are expected to culminate in a singular, overarching result: communities with greater adaptive capacity and district councils that are more adept at managing, monitoring, and responding to climate change in specified regions. The ultimate ambition of the project is to significantly increase resilience, improve livelihoods, and decrease the vulnerability of households to climate risks in Malawi.



**Figure 2: Theory of Change**

*Indicators, data sources, data collection methods*

1. **Stakeholder analysis**

The Climate Resilience Initiative in Malawi (CRIM) had several stakeholders. UNDP is a major stakeholder in project management and implementation. UNDP also provides facilitation and support for the ETE. In addition, UNDP provides a vital co-ordination role (for other UN agencies and more widely between other development partners) to catalyse action on adaptation to climate change in Malawi (one of the MDGS III goals). At the policy level, UNDP is supporting the Government of Malawi to mainstream climate change considerations into national development plans and policies through the National Climate Change Programme. Other international stakeholders are the Government of Flanders, as donor. In the Government of Malawi, at central level, a key stakeholder is the Ministry of Agriculture (MoA) Second, is the Ministry of Local Government and Rural development (MLGRD) in Kasungu and Mzimba districts, EAD/MEPA which is the main implementing agency, Detailed list of stakeholders are provided in Annex 5.

1. **Site mapping and sampling**

The geographic coverage of the ETE missions will be both project districts, namely: Mzimba and Kasungu, in the North of the country and central part of the country respectively. In addition, central-level and institutional stakeholders will be covered by the ETE. Existence of Farmer Field Schools are major contributors to the outputs of the project. Therefore, the sampling of respondents in the ETE will be done randomly from the EPAs where the project is being implemented. These will be sourced from available lists of FFS district especially those working on climate change resilience.

1. Selection of farmer groups will be linked to the randomly selected FFS. For each selected FFS, one of the CBF will be selected which is active in climate change adaptation issues, and which has representation of marginalized groups, if possible. From the selected FFS group, up to 5 persons will be purposely selected for the FGD, ensuring appropriate representation of marginalized groups and ensuring that the gender balance reflects that in the FFS group in question (e.g. 3 women, 2 men).
2. All other stakeholders will be selected through purposive sampling, either by sampling all available members of each stakeholder type or by taking a sub-sample of the members, based on their availability and willingness to participate. Farmers will be purposely selected in the location where a CBF is selected, paying particular attention to include marginalized groups. Reportedly, more women than men participated in the FFS. Hence, the ETE will ensure that at least as many women farmers will be interviewed as men. The sample size in terms of the number of respondents per stakeholder type, at central or district level, is indicated in Annex 6.
3. The ETE will use a multidimensional approach, which encompass the desk review, key informant interviews (KII), and focus group discussions (FGD). Desk review entails a thorough examination of existing documentation from such as approved project documents, recent studies, reviews, projects monitoring reports, disbursement reports, progress reports and other information available with implementing partners provided by UNDP to the ETE consultant. The aim is to assist the consultant get familiar with the project's background, objectives, implementation strategies, and the expected outcomes.
4. The ETE consultant will employ Key informant interviews (KIIs) which are semi-structured. The KIIs will be conducted in person. Depending on the need, some other strategies like phone conversations or online interviews will be employed. Tailored protocols will be employed and aligned with the evaluation matrix. The Interviews will be in Chichewa and English where necessary. An introduction will precede each session to secure verbal informed consent. Consent will be obligatory for any recordings or photographs taken.
5. Focus Group Discussions (FGDs) on the other hand will encompass participants at the district level, ADC, VDC, VNRMC, VAC, VCPC and farmers. Protocols will be developed for each stakeholder group and informed consent will be sort for recording. FGDs at the farmer level will embrace mixed-gender groups. The process will adhere to COVID-19 guidelines, with permission sought for FGDs from relevant authorities where necessary.
6. Diverse sources of Information will be collected to triangulate results. The consultant will cover all two project districts. Key informant interviews will ensure transparency and confidentiality. COVID-19 restrictions have been lifted. As such we expect minimal remote KII. FGDs will be conducted where multiple stakeholders are available, with attention to gender and marginalized groups.
7. In addition, the ETE will adhere to the UNEG Norms & Standards and align with UNDP Evaluation Guidance Document and annexes. A consultative and transparent approach will be maintained, with internal and external stakeholders informed throughout the process. Triangulation of evidence and information will underpin validation and analysis, supporting conclusions and recommendations.

*Analytical approaches*

1. The ETE will employ a comprehensive and structured framework for evaluating the performance and probably impact of CRIM project. A multidimensional approach to be employed will combine qualitative and where applicable quantitative methods. After gathering data from desk reviews, KII with structure and semi structured questions and focus group discussion sources, the collected data will be categorized into thematic areas and the unique identifiers will be assigned to facilitate successive data analysis. The desk review analysis will embrace a broad and careful approach to assess project documents and available data. It will involve identifying trends, uncovering deviations, and conducting a detailed comparison of planned against actual implementation. This in-depth analysis will serve as the foundation for gaining valuable insights into the project's performance and its alignment with its original objectives.
2. The analysis of KII transcriptions will involve a methodical process of identifying common themes, systematic coding and categorization, and a thematic analysis to uncover substantial insights from the qualitative data provided by key informants. This approach will make sure that the voices and perspectives of key informants are accurately represented and contribute substantively to the project evaluation. The FGD transcripts on the other hand will be reviewed to identify recurring themes and perspectives. Qualitative data will further be coded for categorization, and essential insights from FGDs will be summarized. Quantitative Data Analysis if collected in details will be subjected to statistical analyses. This will include the calculation of relevant indicators, measures, and the identification of trends and correlations. Synthesis and Integration of data will involve the integration of findings from all data sources, emphasizing commonalities, discrepancies, and key lessons learned. Successes and challenges will also be highlighted.
3. To assess contribution of the project to then results, causal contribution analysis will be employed to establish links between project interventions and observed outcomes. Additionally, competing hypotheses will considered for a comprehensive analysis where necessary. Findings, analysis, and conclusions will be presented in a clear, concise and organized report. Evidence-based recommendations for project improvement will be provided, with the use of tables, charts, and visuals to enhance data representation.

*Risks and shortcomings*

1. The onset of the rainy season presents potential challenges to the ETE, as it may impede the movement and options available for field visits, interviews, and focus group discussions by the consultant. To mitigate this risk, a contingency plan involves adapting interviews to virtual platforms, utilizing phone or internet connections. Additionally, if adverse weather conditions, such as damaged roads, render target participants inaccessible and hinder the travel of national consultants to the districts, discussions with the UNDP team will be initiated to determine the most suitable course of action.

## Annex 4: Data Collection Protocols

**CENTRAL LEVEL (UNDP staff (M&E, Technical team), PCU, Flanders, MNRCC, MoA, MLGRD, EAD,CIP)**

**Climate Resilience Initiative in Malawi (CRIM) Project - Key Informant Interview (KII) Checklist**

**Introduction and Consent**

Good [morning/afternoon], my name is [\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_], and I am an independent evaluator commissioned on behalf of UNDP to conduct this KII as part of the End Term Evaluation (ETE) for the Climate Resilience Initiative in Malawi (CRIM) project. I sincerely thank you for participating. The purpose of this interview is to gather valuable insights and information from individuals who have been actively involved in or have knowledge of the CRIM project. Your experiences and perspectives are crucial for us to comprehensively assess the project's achievements, challenges, and overall impact. I would like to assure you that all information shared during this interview will be treated with the utmost confidentiality. Your responses will be anonymized, and your identity will not be disclosed in any reports or documents resulting from this evaluation without your prior consent. Your participation is entirely voluntary, and you may choose to withdraw at any time during the interview if you wish to do so Before we proceed, may I kindly request your informed consent to participate in this interview?. [Yes or No]. If “Yes” proceed with the KII. If “No” close the KII.

The interview is expected to take approximately 1hr 30 minutes, but please feel free to take your time in responding to questions. We value the depth of your insights. With your permission, I will be recording this interview to ensure accuracy in capturing the information you provide. The recordings will be used for transcription purposes only and will be securely stored.

We will be discussing various aspects of the CRIM project, including its objectives, achievements, challenges, stakeholder engagement, and impacts. I will ask a series of questions, and your responses will help us gain a comprehensive understanding of the project's performance. If you have any questions or need clarifications during the interview, please do not hesitate to ask. Your feedback and input are highly valued.

**1. Approach/Design (Relevant)**

1.1 To what extent were the project outcomes congruent with the operational program strategies, country and regional priorities and UNDP Country Programme Document (CPD)?

1.1.1 Which national/regional strategies were supporting, and which are conflicting, with the project?

1.1.2 In what way was the project consistent with the UNDP Country Programme Document?

1.1.3 How are UNDP Malawi interventions aligned with Malawi Development agenda (MW 2063) as well as SDGs?

1.2 Was the project design appropriate for delivering the expected outcome?

1.2.1 Was the project responding optimally to farmer demands to increase agricultural production amidst climate change issues?

1.2.2 Was the project design optimally enhancing the adaptive capacity of vulnerable communities to better manage, monitor and respond to climate change?

1.3 To what extent were the project’s objectives and components clear, practical and feasible within the timeframe?

1.3.1 Were the objectives/activities of output 1 (enhanced climate resilience for district councils) practical and feasible and consistent with the overall goal and intended impacts?

1.3.2 Were the objectives/activities of output 2 (strengthened integrated watershed protection) practical and feasible and consistent with the overall goal and intended impacts?

1.3.3 Were the objectives/activities of output 3 (household resilience to climate risks) practical and feasible and consistent with the overall goal and intended impacts?

**2. Coherence [The essence of this criterion is to assess whether the project duplicated other initiatives in the area? Did the project strategy conflict or contradict existing initiatives in the area?**

2.1 **To what extent did the project complement existing initiatives?**

2.1.1 How did UNDP collaborated with partners

2.1.2 To what extent did the project built on existing agreements, initiatives, data sources, and synergies, complementarities with other projects, project components, and partnerships, and avoid duplication of similar activities of other groups?

2.1.3 What have been the project's synergistic effects with other Government-led programmes regarding the achievement of outputs?

**3. Results (Outcome Level, Effectiveness)**

3.1 To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributedto the action, and what factors contributed to achieving or not achieving project outcomes?

3.1.1 How much of the main achievements of project outcomes can be contributed to the project?

3.1.2 To what extent did the project’s management, administrative and oversight arrangements contributed to the efficient achievement of the project results?

3.1.3 What factors contributed to the achievement or non-achievement of the intended project outputs and outcomes?

3.1.4 What were the key factors (internal and external) that influenced the achievement / non achievement of the objectives?

3.2 Have there been any unintended positive or negative effects of the project activities?

3.3 were the project strategies effective in responding to the needs of the beneficiaries?

3.4 How has the project ensured that the target population was adequately identified (in relation to its objectives) and what factors influenced the coverage and reach of project interventions?

3.5 Was the M&E system adequate and appropriate, and was M&E data used to improve project performance?

**Output level effectiveness**

3.6 Do you think the CRIM project has contributed to building capacity of district councils in integrating climate adaptation strategies into their development plans, budgets and services?

3.6.1 What specific examples can you site to show this contribution?

3.7 Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds?

3.7.1 What specific examples can you site to show this contribution?

3.8 Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks

3.8.1 What specific examples can you site to show this contribution?

**4. Efficiency**

**4.1** How well have resources been used? funds, expertise, time, administrative costs, etc.)

4.1.1 From the perspective of your output/s, how do you assess delivery of results vis a vis costs to do so- delivering more with less?

4.1.2 Were project activities timely implemented, and were there sufficient management procedures to affect efficiency?

4.1.3 What specific examples would you site to show that you were able to deliver more with less costs?

4.1.4 What mechanisms enabled this (or not?)

4.1. 5 How effeciently did project management dealt with the challenges facing the project and adapted to overcome difficulties and improve delivery?

4.1.6 Were the selected technologies and any other adopted innovations suitable?

4.1.7 Were the delivery of government inputs in terms of personnel and premises sufficient and on time?

4.1.8 Have UNDP CO activities provided the EAD at national and district level with the necessary support regarding technical and institutional/strategic aspects? Was this provided on time?

**5. Implementation**

5.1 How well has implementation of the CRIM been coordinated?

5.1.1 How did UNDP collaborated with partners and to what extent does the project develop new partnerships or enhance existing ones?

5.1.2 Has the partnership strategy been appropriate and effective?

5.1.3 To what extent are stakeholders engaged in the project?

5.1.4 To what extent was the project management responsive to significant changes in the environment in which the project functioned? And to what extent were lessons learnt from other relevant projects incorporated?

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

**6. Orientation towards Impact**

6.1 What difference does the CRIM project make?

6.1.1 What changes has the CRIM contributed to when it comes to improving lives of Kasungu and Mzimba farmers in general?

6.1.2 Do you think the CRIM project has contributed to improved individual resilience to shocks and crises for Kasungu and Mzimba Farmers?

6.1.3 In particular, from your perspective, do you think the CRIM Project has contributed to improving the lives of vulnerable people (specifically, women, those with disabilities, living with HIV, persons with albinism etc)?

6.1.4 What would you highlight as key unintended changes that the CRIM project has contributed over its implementation? (Specifically in reference to economic and individual resilience, reduction in vulnerability against shocks and crises, reduction in gender inequality, improving national capacities, environmental sustainability, and promoted human rights).

**7. Cross-cutting issues (Equity/ Gender)**

7.1 Has the CRIM Project been well-targeting and addressing district level needs and priorities when it comes to gender and human rights?

7.1.1 To what extent were the gender considerations accounted for in designing and implementing the project?

7.1.2 Has the project been designed and implemented in a manner that ensures equitable participation and benefits regarding gender, youth and disability in promoting the principle of ‘reaching the last mile’ and ‘leaving no one behind’?

7.1.3 To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?

**8. Sustainability (**Will the benefits last?)

8.1.1 From your perspective, to what extent has the CRIM project fostered socio-economic, political, institutional and governance, financial and environmental risks to sustainability?

8.2 What evidence exists indicating the feasibility of replication or catalysis of project results, the likelihood that project activities will continue following project closure?

8.2.1 What strategies did the project put in place to ensure continuation and sustainability of project outcomes after completion of the project?

8.2.2 Was there an exit strategy for any of the elements of the programme? What specific examples would you isolate to demonstrate that the benefits realized or contributed by the CRIM project will last?

8.3 How effective were the synergies fostered by the CRIM project in ensuring sustainability of results?

8.3.1 At institutional level?

8.3.2 At community level?

**DISTRICT LEVEL (District Commissioner, Director of Planning and Development, Environmental Officer, District Irrigation Engineer, Chief Agriculture Officer, District Fisheries Officer, District Forestry Officer, UNDP Project Coordinator)**

**Climate Resilience Initiative in Malawi (CRIM) Project - Key Informant Interview (KII) Checklist**

**Introduction and Consent**

Good [morning/afternoon], my name is [\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_], and I am an independent evaluator commissioned on behalf of UNDP to conduct this KII as part of the End Term Evaluation (ETE) for the Climate Resilience Initiative in Malawi (CRIM) project. I sincerely thank you for participating. The purpose of this interview is to gather valuable insights and information from individuals who have been actively involved in or have knowledge of the CRIM project. Your experiences and perspectives are crucial for us to comprehensively assess the project's achievements, challenges, and overall impact. I would like to assure you that all information shared during this interview will be treated with the utmost confidentiality. Your responses will be anonymized, and your identity will not be disclosed in any reports or documents resulting from this evaluation without your prior consent. Your participation is entirely voluntary, and you may choose to withdraw at any time during the interview if you wish to do so Before we proceed, may I kindly request your informed consent to participate in this interview?. [Yes or No]. If “Yes” proceed with the KII. If “No” close the KII.

The interview is expected to take approximately 1hr 30 minutes, but please feel free to take your time in responding to questions. We value the depth of your insights. With your permission, I will be recording this interview to ensure accuracy in capturing the information you provide. The recordings will be used for transcription purposes only and will be securely stored.

We will be discussing various aspects of the CRIM project, including its objectives, achievements, challenges, stakeholder engagement, and impacts. I will ask a series of questions, and your responses will help us gain a comprehensive understanding of the project's performance. If you have any questions or need clarifications during the interview, please do not hesitate to ask. Your feedback and input are highly valued.

**1. Approach/Design (Relevant)**

1.1 To what extent were the project outcomes congruent with the operational program strategies, country and regional priorities and UNDP Country Programme Document (CPD)?

* + 1. Which national/regional strategies were supporting, and which are conflicting, with the project?
    2. In what way was the project consistent with the UNDP Country Programme Document?
    3. How are UNDP Malawi interventions aligned with Malawi Development agenda (MW 2063) as well as SDGs?
  1. Was the project design appropriate for delivering the expected outcomes?
     1. Was the project responding optimally to farmer demands to increase agricultural production amidst climate change issues?
     2. Was the project design optimally enhancing the adaptive capacity of vulnerable communities to better manage, monitor and respond to climate change?

1.3 To what extent were the project’s objectives and components clear, practical and feasible within the timeframe?

1.3.1 Were the objectives/activities of output 1 (enhanced climate resilience for district councils) practical and feasible and consistent with the overall goal and intended impacts?

1.3.2 Were the objectives/activities of output 2 (strengthened integrated watershed protection) practical and feasible and consistent with the overall goal and intended impacts?

1.3.3 Were the objectives/activities of output 3 (household resilience to climate risks) practical and feasible and consistent with the overall goal and intended impacts?

**2. Coherence [did the project duplicate other initiatives in the area? Did the project strategy conflict or contradict existing initiatives in the area? To what extent did the project complement existing initiatives?**

2.1 **To what extent did the project complement existing initiatives?**

2.1.1 How did UNDP collaborated with partners

2.1.2 To what extent did the project built on existing agreements, initiatives, data sources, and synergies, complementarities with other projects, project components, and partnerships, and avoid duplication of similar activities of other groups?

2.1.3 What have been the project's synergistic effects with other Government-led programmes regarding the achievement of outputs?

**3. Results (Outcome Level, Effectiveness)**

3.1 To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributed to the action, and what factors contributed to achieving or not achieving project outcomes?

3.1.1 How much of the main achievements of project outcomes can be contributed to the project?

3.1.2 To what extent did the project’s management, administrative and oversight arrangements contributed to the efficient achievement of the project results?

3.1.3 What factors contributed to the achievement or non-achievement of the intended project outputs and outcomes?

3.1.4 What were the key factors (internal and external) that influenced the achievement / non achievement of the objectives?

3.2 Have there been any unintended positive or negative effects of the project activities?

3.3 were the project strategies effective in responding to the needs of the beneficiaries?

3.4 How has the project ensured that the target population was adequately identified (in relation to its objectives) and what factors influenced the coverage and reach of project interventions?

3.5 Was the M&E system adequate and appropriate, and was M&E data used to improve project performance?

**Output level effectiveness**

3.6 Do you think the CRIM project has contributed to building capacity of district councils in integrating climate adaptation strategies into their development plans, budgets and services?

3.6.1 What specific examples can you site to show this contribution?

3.7 Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds?

3.7.1 What specific examples can you site to show this contribution?

3.8 Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks

3.8.1 What specific examples can you site to show this contribution?

**4. Efficiency**

**4.1** How well have resources been used? (funds, expertise, time, administrative costs, etc.)

4.1.1 From the perspective of your output/s, how do you assess delivery of results vis a vis costs to do so- delivering more with less?

4.1.2 Were project activities timely implemented?, and were there sufficient management procedures to affect efficiency?

4.1.3 What specific examples would you site to show that you were able to deliver more with less costs?

4.1.4 What mechanisms enabled this (or not?)

4.1. 5 How efficiently did project management dealt with the challenges facing the project and adapted to overcome difficulties and improve delivery?

4.1.6 Were the selected technologies and any other adopted innovations suitable?

4.1.7 Were the delivery of government inputs in terms of personnel and premises sufficient and on time?

4.1.8 Have UNDP CO activities provided the EAD at national and district level with the necessary support regarding technical and institutional/strategic aspects? Was this provided on time?

**5. Implementation**

5.1 How well has implementation of the CRIM been coordinated?

5.1.1 How did UNDP collaborated with partners and to what extent does the project develop new partnerships or enhance existing ones?

5.1.2 Has the partnership strategy been appropriate and effective?

5.1.3 To what extent are stakeholders engaged in the project?

5.1.4 To what extent was the project management responsive to significant changes in the environment in which the project functioned? And to what extent were lessons learnt from other relevant projects incorporated?

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

**6. Orientation towards Impact**

6.1 What difference does the CRIM project make?

6.1.1 What changes has the CRIM contributed to when it comes to improving lives of Kasungu and Mzimba farmers in general?

6.1.2 Do you think the CRIM project has contributed to improved individual resilience to shocks and crises for Kasungu and Mzimba Farmers?

6.1.3 In particular, from your perspective, do you think the CRIM Project has contributed to improving the lives of vulnerable people (specifically, women, those with disabilities, living with HIV, persons with albinism etc)?

6.1.4 What would you highlight as key unintended changes that the CRIM project has contributed over its implementation? (Specifically in reference to economic and individual resilience, reduction in vulnerability against shocks and crises, reduction in gender inequality, improving national capacities, environmental sustainability, and promoted human rights).

**7. Cross-cutting issues (Equity/ Gender)**

7.1 Has the CRIM Project been well-targeting and addressing district level needs and priorities when it comes to gender and human rights?

7.1.1 To what extent were the gender considerations accounted for in designing and implementing the project?

7.1.2 Has the project been designed and implemented in a manner that ensures equitable participation and benefits regarding gender, youth and disability in promoting the principle of ‘reaching the last mile’ and ‘leaving no one behind’?

7.1.3 To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?

**8. Sustainability (**Will the benefits last?)

8.1.1 From your perspective, to what extent has the CRIM project fostered socio-economic, political, institutional and governance, financial and environmental risks to sustainability?

8.2 What evidence exists indicating the feasibility of replication or catalysis of project results, the likelihood that project activities will continue following project closure?

8.2.1 What strategies did the project put in place to ensure continuation and sustainability of project outcomes after completion of the project?

8.2.2 Was there an exit strategy for any of the elements of the programme? What specific examples would you isolate to demonstrate that the benefits realized or contributed by the CRIM project will last?

8.3 How effective were the synergies fostered by the CRIM project in ensuring sustainability of results?

8.3.1 At institutional level?

8.3.2 At community level?

**DISTRICT LEVEL-supporting departments (District Meteorological Officer, District Community Development Officer, AGGRESSO/District Gender Officer)**

**Climate Resilience Initiative in Malawi (CRIM) Project - Key Informant Interview (KII) Checklist**

**Introduction and Consent**

Good [morning/afternoon], my name is [\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_], and I am an independent evaluator commissioned on behalf of UNDP to conduct this KII as part of the End Term Evaluation (ETE) for the Climate Resilience Initiative in Malawi (CRIM) project. I sincerely thank you for participating. The purpose of this interview is to gather valuable insights and information from individuals who have been actively involved in or have knowledge of the CRIM project. Your experiences and perspectives are crucial for us to comprehensively assess the project's achievements, challenges, and overall impact. I would like to assure you that all information shared during this interview will be treated with the utmost confidentiality. Your responses will be anonymized, and your identity will not be disclosed in any reports or documents resulting from this evaluation without your prior consent. Your participation is entirely voluntary, and you may choose to withdraw at any time during the interview if you wish to do so Before we proceed, may I kindly request your informed consent to participate in this interview?. [Yes or No]. If “Yes” proceed with the KII. If “No” close the KII.

The interview is expected to take approximately 1hr 30 minutes, but please feel free to take your time in responding to questions. We value the depth of your insights. With your permission, I will be recording this interview to ensure accuracy in capturing the information you provide. The recordings will be used for transcription purposes only and will be securely stored.

We will be discussing various aspects of the CRIM project, including its objectives, achievements, challenges, stakeholder engagement, and impacts. I will ask a series of questions, and your responses will help us gain a comprehensive understanding of the project's performance. If you have any questions or need clarifications during the interview, please do not hesitate to ask. Your feedback and input are highly valued.

**1. Approach/Design (Relevant)**

1.1 To what extent were the project outcomes congruent with the operational program strategies, country and regional priorities and UNDP Country Programme Document (CPD)?

1.1.1 Which national/regional strategies were supporting, and which are conflicting, with the project?

1.1.2 In what way was the project consistent with the UNDP Country Programme Document?

1.1.3 How are UNDP Malawi interventions aligned with Malawi Development agenda (MW 2063) as well as SDGs?

1.2 Was the project design appropriate for delivering the expected outcomes?

1.2.1 Was the project responding optimally to farmer demands to increase agricultural production amidst climate change issues?

1.2.2 Was the project design optimally enhancing the adaptive capacity of vulnerable communities to better manage, monitor and respond to climate change?

1.3 To what extent were the project’s objectives and components clear, practical and feasible within the timeframe?

1.3.1 Were the objectives/activities of output 1 (enhanced climate resilience for district councils) practical and feasible and consistent with the overall goal and intended impacts?

1.3.2 Were the objectives/activities of output 2 (strengthened integrated watershed protection) practical and feasible and consistent with the overall goal and intended impacts?

1.3.3 Were the objectives/activities of output 3 (household resilience to climate risks) practical and feasible and consistent with the overall goal and intended impacts?

**3. Results (Outcome Level, Effectiveness)**

3.1 To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributed to the action, and what factors contributed to achieving or not achieving project outcomes?

3.1.1 How much of the main achievements of project outcomes can be contributed to the project?

3.1.2 To what extent did the project’s management, administrative and oversight arrangements contributed to the efficient achievement of the project results?

3.1.3 What factors contributed to the achievement or non-achievement of the intended project outputs and outcomes?

3.1.4 What were the key factors (internal and external) that influenced the achievement / non achievement of the objectives?

3.2 Have there been any unintended positive or negative effects of the project activities?

3.3 were the project strategies effective in responding to the needs of the beneficiaries?

3.4 How has the project ensured that the target population was adequately identified (in relation to its objectives) and what factors influenced the coverage and reach of project interventions?

3.5 Was the M&E system adequate and appropriate, and was M&E data used to improve project performance?

**Output level effectiveness**

3.6 Do you think the CRIM project has contributed to building capacity of district councils in integrating climate adaptation strategies into their development plans, budgets and services?

3.6.1 What specific examples can you site to show this contribution?

3.7 Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds?

3.7.1 What specific examples can you site to show this contribution?

3.8 Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks

3.8.1 What specific examples can you site to show this contribution?

**5. Implementation**

5.1 How well has implementation of the CRIM been coordinated?

5.1.1 How did UNDP collaborated with partners and to what extent does the project develop new partnerships or enhance existing ones?

5.1.2 Has the partnership strategy been appropriate and effective?

5.1.3 To what extent are stakeholders engaged in the project?

5.1.4 To what extent was the project management responsive to significant changes in the environment in which the project functioned? And to what extent were lessons learnt from other relevant projects incorporated?

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

**6. Orientation towards Impact**

6.1 What difference does the CRIM project make?

6.1.1 What changes has the CRIM contributed to when it comes to improving lives of Kasungu and Mzimba farmers in general?

6.1.2 Do you think the CRIM project has contributed to improved individual resilience to shocks and crises for Kasungu and Mzimba Farmers?

6.1.3 In particular, from your perspective, do you think the CRIM Project has contributed to improving the lives of vulnerable people (specifically, women, those with disabilities, living with HIV, persons with albinism etc)?

6.1.4 What would you highlight as key unintended changes that the CRIM project has contributed over its implementation? (Specifically in reference to economic and individual resilience, reduction in vulnerability against shocks and crises, reduction in gender inequality, improving national capacities, environmental sustainability, and promoted human rights).

**7. Cross-cutting issues (Equity/ Gender)**

7.1 Has the CRIM Project been well-targeting and addressing district level needs and priorities when it comes to gender and human rights?

7.1.1 To what extent were the gender considerations accounted for in designing and implementing the project?

7.1.2 Has the project been designed and implemented in a manner that ensures equitable participation and benefits regarding gender, youth and disability in promoting the principle of ‘reaching the last mile’ and ‘leaving no one behind’?

7.1.3 To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?

**8. Sustainability (**Will the benefits last?)

8.1.1 From your perspective, to what extent has the CRIM project fostered socio-economic, political, institutional and governance, financial and environmental risks to sustainability?

8.2 What evidence exists indicating the feasibility of replication or catalysis of project results, the likelihood that project activities will continue following project closure?

8.2.1 What strategies did the project put in place to ensure continuation and sustainability of project outcomes after completion of the project?

8.2.2 Was there an exit strategy for any of the elements of the programme? What specific examples would you isolate to demonstrate that the benefits realized or contributed by the CRIM project will last?

8.3 How effective were the synergies fostered by the CRIM project in ensuring sustainability of results?

8.3.1 At institutional level?

8.3.2 At community level?

**DISTRICT LEVEL (NGOs/CSOs) JeSuit Centre for Ecology and Development, TLC, Find Your Feet)**

**Climate Resilience Initiative in Malawi (CRIM) Project - Key Informant Interview (KII) Checklist**

**Introduction and Consent**

Good [morning/afternoon], my name is [\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_], and I am an independent evaluator commissioned on behalf of UNDP to conduct this KII as part of the End Term Evaluation (ETE) for the Climate Resilience Initiative in Malawi (CRIM) project. I sincerely thank you for participating. The purpose of this interview is to gather valuable insights and information from individuals who have been actively involved in or have knowledge of the CRIM project. Your experiences and perspectives are crucial for us to comprehensively assess the project's achievements, challenges, and overall impact. I would like to assure you that all information shared during this interview will be treated with the utmost confidentiality. Your responses will be anonymized, and your identity will not be disclosed in any reports or documents resulting from this evaluation without your prior consent. Your participation is entirely voluntary, and you may choose to withdraw at any time during the interview if you wish to do so Before we proceed, may I kindly request your informed consent to participate in this interview?. [Yes or No]. If “Yes” proceed with the KII. If “No” close the KII.

The interview is expected to take approximately 1hr 30 minutes, but please feel free to take your time in responding to questions. We value the depth of your insights. With your permission, I will be recording this interview to ensure accuracy in capturing the information you provide. The recordings will be used for transcription purposes only and will be securely stored.

We will be discussing various aspects of the CRIM project, including its objectives, achievements, challenges, stakeholder engagement, and impacts. I will ask a series of questions, and your responses will help us gain a comprehensive understanding of the project's performance. If you have any questions or need clarifications during the interview, please do not hesitate to ask. Your feedback and input are highly valued.

**1. Approach/Design (Relevant)**

1.2 Was the project design appropriate for delivering the expected outcomes?

1.2.1 Was the project responding optimally to farmer demands to increase agricultural production amidst climate change issues?

1.2.2 Was the project design optimally enhancing the adaptive capacity of vulnerable communities to better manage, monitor and respond to climate change?

1.1.3 How are UNDP Malawi interventions aligned with Malawi Development agenda (MW 2063) as well as SDGs?

1.3 To what extent were the project’s objectives and components clear, practical and feasible within the timeframe?

1.3.1 Were the objectives/activities of output 1 (enhanced climate resilience for district councils) practical and feasible and consistent with the overall goal and intended impacts?

1.3.2 Were the objectives/activities of output 2 (strengthened integrated watershed protection) practical and feasible and consistent with the overall goal and intended impacts?

1.3.3 Were the objectives/activities of output 3 (household resilience to climate risks) practical and feasible and consistent with the overall goal and intended impacts?

**2. Coherence [did the project duplicate other initiatives in the area? Did the project strategy conflict or contradict existing initiatives in the area? To what extent did the project complement existing initiatives?**

2.1 **To what extent did the project complement existing initiatives?**

2.1.1 How did UNDP collaborated with partners

2.1.2 To what extent did the project built on existing agreements, initiatives, data sources, and synergies, complementarities with other projects, project components, and partnerships, and avoid duplication of similar activities of other groups?

2.1.3 What have been the project's synergistic effects with other Government-led programmes regarding the achievement of outputs?

**3. Results (Outcome Level, Effectiveness)**

3.1 To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributed to the action, and what factors contributed to achieving or not achieving project outcomes?

3.1.1 How much of the main achievements of project outcomes can be contributed to the project?

3.1.2 To what extent did the project’s management, administrative and oversight arrangements contributed to the efficient achievement of the project results?

3.1.3 What factors contributed to the achievement or non-achievement of the intended project outputs and outcomes?

3.1.4 What were the key factors (internal and external) that influenced the achievement / non achievement of the objectives?

3.2 Have there been any unintended positive or negative effects of the project activities?

3.3 were the project strategies effective in responding to the needs of the beneficiaries?

3.4 How has the project ensured that the target population was adequately identified (in relation to its objectives) and what factors influenced the coverage and reach of project interventions?

3.5 Was the M&E system adequate and appropriate, and was M&E data used to improve project performance?

**Output level effectiveness**

3.6 Do you think the CRIM project has contributed to building capacity of district councils in integrating climate adaptation strategies into their development plans, budgets and services?

3.6.1 What specific examples can you site to show this contribution?

3.7 Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds?

3.7.1 What specific examples can you site to show this contribution?

3.8 Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks

3.8.1 What specific examples can you site to show this contribution?

**4. Efficiency**

**4.1** How well have resources been used? (funds, expertise, time, administrative costs, etc.)

4.1.1 From the perspective of your output/s, how do you assess delivery of results vis a vis costs to do so- delivering more with less?

4.1.2 Were project activities timely implemented?, and were there sufficient management procedures to affect efficiency?

4.1.3 What specific examples would you site to show that you were able to deliver more with less costs?

4.1.4 What mechanisms enabled this (or not?)

4.1. 5 How efficiently did project management dealt with the challenges facing the project and adapted to overcome difficulties and improve delivery?

4.1.6 Were the selected technologies and any other adopted innovations suitable?

4.1.7 Were the delivery of government inputs in terms of personnel and premises sufficient and on time?

4.1.8 Have UNDP CO activities provided the EAD at national and district level with the necessary support regarding technical and institutional/strategic aspects? Was this provided on time?

**5. Implementation**

5.1 How well has implementation of the CRIM been coordinated?

5.1.1 How did UNDP collaborated with partners and to what extent does the project develop new partnerships or enhance existing ones?

5.1.2 Has the partnership strategy been appropriate and effective?

5.1.3 To what extent are stakeholders engaged in the project?

5.1.4 To what extent was the project management responsive to significant changes in the environment in which the project functioned? And to what extent were lessons learnt from other relevant projects incorporated?

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

**6. Orientation towards Impact**

6.1 What difference does the CRIM project make?

6.1.1 What changes has the CRIM contributed to when it comes to improving lives of Kasungu and Mzimba farmers in general?

6.1.2 Do you think the CRIM project has contributed to improved individual resilience to shocks and crises for Kasungu and Mzimba Farmers?

6.1.3 In particular, from your perspective, do you think the CRIM Project has contributed to improving the lives of vulnerable people (specifically, women, those with disabilities, living with HIV, persons with albinism etc)?

6.1.4 What would you highlight as key unintended changes that the CRIM project has contributed over its implementation? (Specifically in reference to economic and individual resilience, reduction in vulnerability against shocks and crises, reduction in gender inequality, improving national capacities, environmental sustainability, and promoted human rights).

**7. Cross-cutting issues (Equity/ Gender)**

7.1 Has the CRIM Project been well-targeting and addressing district level needs and priorities when it comes to gender and human rights?

7.1.1 To what extent were the gender considerations accounted for in designing and implementing the project?

7.1.2 Has the project been designed and implemented in a manner that ensures equitable participation and benefits regarding gender, youth and disability in promoting the principle of ‘reaching the last mile’ and ‘leaving no one behind’?

7.1.3 To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?

**8. Sustainability (**Will the benefits last?)

8.1.1 From your perspective, to what extent has the CRIM project fostered socio-economic, political, institutional and governance, financial and environmental risks to sustainability?

8.2 What evidence exists indicating the feasibility of replication or catalysis of project results, the likelihood that project activities will continue following project closure?

8.2.1 What strategies did the project put in place to ensure continuation and sustainability of project outcomes after completion of the project?

8.2.2 Was there an exit strategy for any of the elements of the programme? What specific examples would you isolate to demonstrate that the benefits realized or contributed by the CRIM project will last?

8.3 How effective were the synergies fostered by the CRIM project in ensuring sustainability of results?

8.3.1 At institutional level?

8.3.2 At community level?

**COMMUNITY LEVEL (Area Development Committee, Village Development Committee, Village Civil Protection Committee)**

**Climate Resilience Initiative in Malawi (CRIM) Project - Key Informant Interview (KII) Checklist**

**Introduction and Consent**

Good [morning/afternoon], my name is [\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_], and I am an independent evaluator commissioned on behalf of UNDP to conduct this KII as part of the End Term Evaluation (ETE) for the Climate Resilience Initiative in Malawi (CRIM) project. I sincerely thank you for participating. The purpose of this interview is to gather valuable insights and information from individuals who have been actively involved in or have knowledge of the CRIM project. Your experiences and perspectives are crucial for us to comprehensively assess the project's achievements, challenges, and overall impact. I would like to assure you that all information shared during this interview will be treated with the utmost confidentiality. Your responses will be anonymized, and your identity will not be disclosed in any reports or documents resulting from this evaluation without your prior consent. Your participation is entirely voluntary, and you may choose to withdraw at any time during the interview if you wish to do so Before we proceed, may I kindly request your informed consent to participate in this interview?. [Yes or No]. If “Yes” proceed with the KII. If “No” close the KII.

The interview is expected to take approximately 1hr 30 minutes, but please feel free to take your time in responding to questions. We value the depth of your insights. With your permission, I will be recording this interview to ensure accuracy in capturing the information you provide. The recordings will be used for transcription purposes only and will be securely stored.

We will be discussing various aspects of the CRIM project, including its objectives, achievements, challenges, stakeholder engagement, and impacts. I will ask a series of questions, and your responses will help us gain a comprehensive understanding of the project's performance. If you have any questions or need clarifications during the interview, please do not hesitate to ask. Your feedback and input are highly valued.

**1. Approach/Design (Relevant)**

1.2 Was the project design appropriate for delivering the expected outcomes?

1.2.1 Was the project responding optimally to farmer demands to increase agricultural production amidst climate change issues?

1.2.2 Was the project design optimally enhancing the adaptive capacity of vulnerable communities to better manage, monitor and respond to climate change?

1.3 To what extent were the project’s objectives and components clear, practical and feasible within the timeframe?

1.3.1 Were the objectives/activities of output 1 (enhanced climate resilience for district councils) practical and feasible and consistent with the overall goal and intended impacts?

1.3.2 Were the objectives/activities of output 2 (strengthened integrated watershed protection) practical and feasible and consistent with the overall goal and intended impacts?

1.3.3 Were the objectives/activities of output 3 (household resilience to climate risks) practical and feasible and consistent with the overall goal and intended impacts?

**3. Results (Outcome Level, Effectiveness)**

3.1 To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributed to the action, and what factors contributed to achieving or not achieving project outcomes?

3.1.1 How much of the main achievements of project outcomes can be contributed to the project?

3.1.2 To what extent did the project’s management, administrative and oversight arrangements contributed to the efficient achievement of the project results?

3.1.3 What factors contributed to the achievement or non-achievement of the intended project outputs and outcomes?

3.1.4 What were the key factors (internal and external) that influenced the achievement / non achievement of the objectives?

3.2 Have there been any unintended positive or negative effects of the project activities?

3.3 were the project strategies effective in responding to the needs of the beneficiaries?

3.4 How has the project ensured that the target population was adequately identified (in relation to its objectives) and what factors influenced the coverage and reach of project interventions?

3.5 Was the M&E system adequate and appropriate, and was M&E data used to improve project performance?

**Output level effectiveness**

3.6 Do you think the CRIM project has contributed to building capacity of district councils in integrating climate adaptation strategies into their development plans, budgets and services?

3.6.1 What specific examples can you site to show this contribution?

3.7 Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds?

3.7.1 What specific examples can you site to show this contribution?

3.8 Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks

3.8.1 What specific examples can you site to show this contribution?

**5. Implementation**

5.1 How well has implementation of the CRIM been coordinated?

5.1.1 How did UNDP collaborated with partners and to what extent does the project develop new partnerships or enhance existing ones?

5.1.2 Has the partnership strategy been appropriate and effective?

5.1.3 To what extent are stakeholders engaged in the project?

5.1.4 To what extent was the project management responsive to significant changes in the environment in which the project functioned? And to what extent were lessons learnt from other relevant projects incorporated?

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

**6. Orientation towards Impact**

6.1 What difference does the CRIM project make?

6.1 What difference does the CRIM project make?

6.1.1 What changes has the CRIM contributed to when it comes to improving lives of Kasungu and Mzimba farmers in general?

6.1.2 Do you think the CRIM project has contributed to improved individual resilience to shocks and crises for Kasungu and Mzimba Farmers?

6.1.3 In particular, from your perspective, do you think the CRIM Project has contributed to improving the lives of vulnerable people (specifically, women, those with disabilities, living with HIV, persons with albinism etc)?

6.1.4 What would you highlight as key unintended changes that the CRIM project has contributed over its implementation? (Specifically in reference to economic and individual resilience, reduction in vulnerability against shocks and crises, reduction in gender inequality, improving national capacities, environmental sustainability, and promoted human rights).

**7. Cross-cutting issues (Equity/ Gender)**

7.1 Has the CRIM Project been well-targeting and addressing district level needs and priorities when it comes to gender and human rights?

7.1.1 To what extent were the gender considerations accounted for in designing and implementing the project?

7.1.2 Has the project been designed and implemented in a manner that ensures equitable participation and benefits regarding gender, youth and disability in promoting the principle of ‘reaching the last mile’ and ‘leaving no one behind’?

7.1.3 To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?

**8. Sustainability (**Will the benefits last?)

8.1.1 From your perspective, to what extent has the CRIM project fostered socio-economic, political, and institutional and governance, financial and environmental risks to sustainability?

8.2 What evidence exists indicating the feasibility of replication or catalysis of project results, the likelihood that project activities will continue following project closure?

8.2.1 What strategies did the project put in place to ensure continuation and sustainability of project outcomes after completion of the project?

8.2.2 Was there an exit strategy for any of the elements of the programme? What specific examples would you isolate to demonstrate that the benefits realized or contributed by the CRIM project will last?

8.3 How effective were the synergies fostered by the CRIM project in ensuring sustainability of results?

8.3.2 At community level?

**COMMUNITY LEVEL-FGDs (Goat Pass-on Farmers, Irrigation farmers, Forestry and Land Resources, Beekeeping farmers, fish farmers, Gender coordinators)**

**Climate Resilience Initiative in Malawi (CRIM) Project - Key Informant Interview (KII) Checklist**

**Introduction and Consent**

Good [morning/afternoon], my name is [\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_], and I am an independent evaluator commissioned on behalf of UNDP to conduct this KII as part of the End Term Evaluation (ETE) for the Climate Resilience Initiative in Malawi (CRIM) project. I sincerely thank you for participating. The purpose of this interview is to gather valuable insights and information from individuals who have been actively involved in or have knowledge of the CRIM project. Your experiences and perspectives are crucial for us to comprehensively assess the project's achievements, challenges, and overall impact. I would like to assure you that all information shared during this interview will be treated with the utmost confidentiality. Your responses will be anonymized, and your identity will not be disclosed in any reports or documents resulting from this evaluation without your prior consent. Your participation is entirely voluntary, and you may choose to withdraw at any time during the interview if you wish to do so Before we proceed, may I kindly request your informed consent to participate in this interview?. [Yes or No]. If “Yes” proceed with the IDI. If “No” close the IDI.

The interview is expected to take approximately 1hr 30 minutes, but please feel free to take your time in responding to questions. We value the depth of your insights. With your permission, I will be recording this interview to ensure accuracy in capturing the information you provide. The recordings will be used for transcription purposes only and will be securely stored.

We will be discussing various aspects of the CRIM project, including its objectives, achievements, challenges, stakeholder engagement, and impacts. I will ask a series of questions, and your responses will help us gain a comprehensive understanding of the project's performance. If you have any questions or need clarifications during the interview, please do not hesitate to ask. Your feedback and input are highly valued.

**1. Approach/Design (Relevant)**

1.2 Was the project design appropriate for delivering the expected outcomes?

1.2.1 Was the project responding optimally to farmer demands to increase agricultural production amidst climate change issues?

1.2.2 Was the project design optimally enhancing the adaptive capacity of vulnerable communities to better manage, monitor and respond to climate change?

1.3 To what extent were the project’s objectives and components clear, practical and feasible within the timeframe?

1.3.2 Were the objectives/activities of output 2 (strengthened integrated watershed protection) practical and feasible and consistent with the overall goal and intended impacts?

1.3.3 Were the objectives/activities of output 3 (household resilience to climate risks) practical and feasible and consistent with the overall goal and intended impacts?

**3. Results (Outcome Level, Effectiveness)**

3.1 To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributed to the action, and what factors contributed to achieving or not achieving project outcomes?

3.1.1 How much of the main achievements of project outcomes can be contributed to the project?

3.1.2 To what extent did the project’s management, administrative and oversight arrangements contributed to the efficient achievement of the project results?

3.1.3 What factors contributed to the achievement or non-achievement of the intended project outputs and outcomes?

3.1.4 What were the key factors (internal and external) that influenced the achievement / non achievement of the objectives?

3.2 Have there been any unintended positive or negative effects of the project activities?

3.3 Were the project strategies effective in responding to the needs of the beneficiaries?

3.4 How has the project ensured that the target population was adequately identified (in relation to its objectives) and what factors influenced the coverage and reach of project interventions?

3.5 Was the M&E system adequate and appropriate, and was M&E data used to improve project performance?

**Output level effectiveness**

3.7 Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds?

3.7.1 What specific examples can you site to show this contribution?

3.8 Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks

3.8.1 What specific examples can you site to show this contribution?

**5. Implementation**

5.1.3 To what extent are stakeholders engaged in the project?

5.1.4 To what extent was the project management responsive to significant changes in the environment in which the project functioned? And to what extent were lessons learnt from other relevant projects incorporated?

5.1.5 To what extent were recommendations from periodic reviews implemented?

**6. Orientation towards Impact**

6.1 What difference does the CRIM project make?

6.1.1 What changes has the CRIM contributed to when it comes to improving lives of Kasungu and Mzimba farmers in general?

6.1.2 Do you think the CRIM project has contributed to improved individual resilience to shocks and crises for Kasungu and Mzimba Farmers?

6.1.3 In particular, from your perspective, do you think the CRIM Project has contributed to improving the lives of vulnerable people (specifically, women, those with disabilities, living with HIV, persons with albinism etc)?

6.1.4 What would you highlight as key unintended changes that the CRIM project has contributed over its implementation? (Specifically in reference to economic and individual resilience, reduction in vulnerability against shocks and crises, reduction in gender inequality, improving national capacities, environmental sustainability, and promoted human rights).

**7. Cross-cutting issues (Equity/ Gender)**

7.1 Has the CRIM Project been well-targeting and addressing community/district level needs and priorities when it comes to gender and human rights?

7.1.1 To what extent were the gender considerations accounted for in designing and implementing the project?

7.1.2 Has the project been designed and implemented in a manner that ensures equitable participation and benefits regarding gender, youth and disability in promoting the principle of ‘reaching the last mile’ and ‘leaving no one behind’?

7.1.3 To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?

**8. Sustainability (**Will the benefits last?)

8.1.1 From your perspective, to what extent has the CRIM project fostered socio-economic, political, and institutional and governance, financial and environmental risks to sustainability?

8.2 What evidence exists indicating the feasibility of replication or catalysis of project results, the likelihood that project activities will continue following project closure?

8.2.1 What strategies did the project put in place to ensure continuation and sustainability of project outcomes after completion of the project?

8.2.2 Was there an exit strategy for any of the elements of the programme? What specific examples would you isolate to demonstrate that the benefits realized or contributed by the CRIM project will last?

8.3 How effective were the synergies fostered by the CRIM project in ensuring sustainability of results?

8.3.2 At community level

**COMMUNITY LEVEL-IDI (Individual beneficiaries-farmers)**

**Climate Resilience Initiative in Malawi (CRIM) Project - Key Informant Interview (KII) Checklist**

**Introduction and Consent**

Good [morning/afternoon], my name is [\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_], and I am an independent evaluator commissioned on behalf of UNDP to conduct this IDI as part of the End Term Evaluation (ETE) for the Climate Resilience Initiative in Malawi (CRIM) project. I sincerely thank you for participating. The purpose of this interview is to gather valuable insights and information from individuals who have been actively involved in or have knowledge of the CRIM project. Your experiences and perspectives are crucial for us to comprehensively assess the project's achievements, challenges, and overall impact. I would like to assure you that all information shared during this interview will be treated with the utmost confidentiality. Your responses will be anonymized, and your identity will not be disclosed in any reports or documents resulting from this evaluation without your prior consent. Your participation is entirely voluntary, and you may choose to withdraw at any time during the interview if you wish to do so Before we proceed, may I kindly request your informed consent to participate in this interview?. [Yes or No]. If “Yes” proceed with the IDI. If “No” close the IDI.

The interview is expected to take approximately 45 minutes, but please feel free to take your time in responding to questions. We value the depth of your insights. With your permission, I will be recording this interview to ensure accuracy in capturing the information you provide. The recordings will be used for transcription purposes only and will be securely stored.

We will be discussing various aspects of the CRIM project, including its objectives, achievements, challenges, stakeholder engagement, and impacts. I will ask a series of questions, and your responses will help us gain a comprehensive understanding of the project's performance. If you have any questions or need clarifications during the interview, please do not hesitate to ask. Your feedback and input are highly valued.

**1. Approach/Design (Relevant)**

1.2 Was the project design appropriate for delivering the expected outcomes?

1.2.1 In your opinion, did the project consider the specific challenges faced by smallholder farmers like yourself in adapting to climate change? How did it address these challenges?

1.2.2 In your opinion, was the project design optimally enhancing the adaptive capacity of vulnerable communities to better manage, monitor and respond to climate change?

**3. Results (Outcome Level, Effectiveness)**

3.1 To what extent was the project on track towards achieving the planned results under each of the planned outputs? How much progress towards project outcomes can be contributed to the action, and what factors contributed to achieving or not achieving project outcomes?

3.1.4 What were the key factors (internal and external) that influenced the achievement / non achievement of the outputs?

3.2 Have you personally observed any unintended positive or negative effects of the project activities? Could you provide some examples?

**Output level effectiveness**

3.7 Do you think the CRIM project has contributed to strengthening integrated watershed protection such as ecosystem restoration, sustainable land use practices, infrastructure improvements, and community engagement to safeguard the health of watersheds?

3.7.1 What specific examples can you site to show this contribution?

3.8 Do you think the CRIM project has contributed to ensuring environmental sustainability, and overall districts preparedness to climatic shocks

3.8.1 What specific examples can you site to show this contribution?

**5. Implementation**

5.1.3 Can you share your experiences regarding the extent to which stakeholders, including yourself, were engaged in the project? Were you actively involved?

5.1.4 From your perspective, how responsive was the project management to significant changes in the environment during the project's implementation? Were lessons learned from other relevant projects incorporated effectively?

**6. Orientation towards Impact**

6.1 What difference does the CRIM project make?

6.1.3 Specifically, in your view, has the CRIM Project contributed to improving the lives of vulnerable people, such as women, those with disabilities, or those living with HIV, in your community? How so?

6.1.4 From your personal experience, what would you highlight as key unintended changes that the CRIM project has contributed to over its implementation? This could relate to economic and individual resilience, reduction in vulnerability, gender equality, environmental sustainability, and human rights.

**7. Cross-cutting issues (Equity/ Gender)**

7.1 In your experience, did the project's design and implementation ensure equitable participation and benefits for various groups, including gender, youth, and people with disabilities? Can you provide examples?

**8. Sustainability (**Will the benefits last?)

8.1.1 From your perspective, how has the CRIM project addressed socio-economic, political, institutional, and environmental risks to sustainability? Can you share your insights?

8.2.1 What strategies did the project put in place, in your view, to ensure the continuation and sustainability of project outcomes after the project's completion? Were these strategies effective?

## Annex 5 : Stakeholder Analysis

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Category | Stakeholder | General role | Interest in ETE | Involvement in ETE |
| Central level | Technical Team (UNDP) | Project management, implementation/coordination | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Facilitation/support/ informant |
|  | M&E (UNDP) | Project management, implementation | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Facilitation/support/ informant |
|  | PCU | Project management, implementation | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Facilitation/support/ informant |
|  | Flanders | Donor | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Informant |
|  | MNRCC | Implementation, Programme Coordination | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Informant |
|  | MoA | Implementation, Programme Coordination | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Informant |
|  | MLGRD | Implementation, Programme Coordination | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Informant |
|  | EAD | Implementation, Programme Coordination | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Informant |
|  | CIP | Implementation, Programme Coordination | Design, efficiency, effectiveness, coherence, Implementation, Impact sustainability | Informant |
| District/local level | District Commissioner | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender, sustainability | IDI |
|  | DPD | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender, sustainability | IDI |
|  | Enviromental District Officer | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender, sustainability | IDI |
|  | District Irrigation Engeneer | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender, sustainability | IDI |
|  | Chief Agriculture Officer | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender, sustainability | IDI |
|  | District Fisheries Officer | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender, sustainability | IDI |
|  | District forestry Officer | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender | IDI |
|  | UNDP-Project Coordinator | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender, sustainability | IDI |
|  | District Meteorogical Officer | implementation | Design, effectiveness, Implementation,Impact equity/gender, sustainability | Informant |
|  | District Community Development Officer | implementation | Design, effectiveness, Implementation,Impact equity/gender, sustainability | Informant |
|  | AGGRESSO/District Gender Officer | implementation | Design, effectiveness, Implementation,Impact equity/gender, sustainability | Informant |
|  | NGOs, Project Officer (Jesuit Centre for Ecology and Development)/TLC, Find your Feet | Coordination, implementation | Design, Coherence, effectiveness, Efficiency, Implementation,Impact equity/gender, Sustainability | Informant |
|  | Area development committee (ADC) | Coordination  Implementation | Design, Effectiveness, Impact, equity/gender, sustainability | FGD |
|  | Village Development Committee (VDC) | Coordination  Implementation | Design, Effectiveness, Impact, equity/gender , sustainability | FGD |
|  | Village civil Protection Committee (VCPC) | Coordination  Implementation | Design, Effectiveness, Impact, equity/gender sustainability | FGD |
|  | Gender Coordinators | Coordination  Implementation | Design, Effectiveness, Impact, equity/gender , sustainability | FGD |
|  | Farmers  (fish farmers, bee-keeping farmers, forestry and land resources, Irrigation farmers, Goat pass-on farmers, VSLAs) | Beneficiary | Design, Effectiveness, Impact, equity/gender sustainability | FGD and IDI |
|  |  |  |  |  |

## Annex 6: Sample size per stakeholder

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Category** | **Stakeholder** | **Tool\*** | **Number of KII/FGD/IDI** | **KII/FGD/IDI per district** | | **Sampling** |
|  |  |  |  | **Mzimba** | **Kasungu** |  |
| **Central level** | | | | | | |
|  | M&E (UNDP) | KII | 1 | n/a |  | Purposive |
|  | UNDP technical staff | KII | 1 | n/a |  | Purposive |
|  | Flanders | KII | 2 | n/a |  | Purposive |
|  | EAD | KII | 2 | n/a |  | Purposive |
| **District/local level** | | | | | | |
|  | District Commissioner | IDI | 2 | 1 |  | Purposive |
|  | DPD | IDI | 2 | 1 | 1 | Purposive |
|  | Environmental district officer | IDI | 2 | 1 | 1 | Purposive |
|  | District irrigation Engineer | IDI | 3 | 2 | 1 | Purposive |
|  | Chief Agriculture Officer | IDI | 3 | 2 | 1 | Purposive |
|  | District fisheries officer | IDI | 2 | 1 | 1 | Purposive |
|  | District forestry officer | IDI | 2 | 1 | 1 | Purposive |
|  | District community development officer | Informant | 3 | 2 | 1 | Purposive |
|  | District Meteoroligical Officer | Informant | 1 | 1 |  | Purposive |
|  | AGGRESSO/District Gender Officer | Informant | 1 | 1 |  | Purposive |
|  | UNDP District officer | IDI | 2 | 1 | 1 |  |
|  | NGOs (Jesuits, TLC, Find your Feet) | Informant | 2 | 1 | 1 | Purposive |
|  | ADC | FGD | 2 | 2 (Mtwalo (N) and Kampingo-Siwande (S)) |  | Purposive |
|  | VDC | FGD | 2 | 2 (Samuel Mphepo (S) Ndamila Chione (N)) |  | Purposive |
|  | VCPC | FGD | 2 | 2 (Mongo (S) Luhomero (N) |  | Purposive |
|  | Gender Coodinators | FGD | 1 | 1 (Luhomero (N)) |  | Purposive |
|  | **FARMERS** | | | | | | |
|  | VSLAs | FGD | 4 | 2 (Mongo (S), Katula (N), | 2 (GVH Johnson and GVH Kaluluma) | Purposive |
|  | Fish Farmers | FGD | 4 | 2 (Mongo (S) Luhomero (N) | 2 (GVH Johnson and GVH Kaluluma) | Purposive |
|  | Beekeeping Farmers | FGD | 2 | 1 (Embombeni (N) | 1 (GVH Johnson) | Purposive |
|  | Forestry and Land Resources | FGD | 2 | Dingire Chavula (S) | 1 (GVH Kaluluma) | Purposive |
|  | Irrigation Farmers | FGD | 4 | 2 (Kachere (S) Kapondero (N) | 2 (GVH Johnson and GVH Kaluluma) | Purposive |
|  | Goat Pass-on Farmers | FGD | 2 | 2 (Mongo (S), Luhomero (N) |  | Purposive |
|  | Farmers | FGDs | 18 | 10 | 8 | Targeted/purposive |
|  | Farmers (2 from each FGDs) | IDIs | 36 | 20 | 16 | Targeted/purposive |

\* KII and IDI,(key informant interview and indepth interview) -1 respondent each); FGD, focus group discussion (up to 5-10 respondents each)

\*\* as described in the text

**List of Participants at Central Level**

|  |  |  |
| --- | --- | --- |
| **Name** | **Position** | **Location** |
| Mbelwa District Council – Mzimba | | |
| Aaron Msiska | Senior Irrigation Engineer | Mbelwa District Council Mzimba North |
| Topsy Kachere | District Community Development Officer (DCDO) | Mbelwa District Council Mzimba South |
| Esther Mwafulirwa | District Irrigation Officer (DIO) | Mbelwa District Council Mzimba South |
| Andrew Saukani | District Fisheries Officer (DFO) | Mbelwa District Council Mzimba South |
| Walter Chikuni | Director of Planning and Development (DPD) | Mbelwa District Council Mzimba South |
| Rachel Soko | District Livestock Officer (DLO) | Mbelwa District Council Mzimba North |
| Isaac Balloy | District Forestry Officer (DFO) | Mbelwa District Council Mzimba North |
| James Pelani | Environmental District Officer (EDO), Desk Officer | Mbelwa District Council Mzimba South |
| Michael M'mangisa | District Coordinator, UNDP | Mbelwa District Council Mzimba General |
| Raphael Mhane | Chief Agriculture Officer (CAO) | Mbelwa District Council Mzimba South |
| Edith Mutenge | Agricultural Extension Officer (AGRESSO) | Mbelwa District Council Mzimba North |
| Naomi Mwale | District Gender Officer (DGO) | Mbelwa District Council Mzimba South |
| Rodney Simwaka | District Commissioner (DC) | Mbelwa District Council Mzimba General |
|  |  |  |
| Kasungu District Council | | |
| Benard Chanache | District Community Development Officer (DCDO) | Kasungu District Council |
| Nicholas Sichali | Principal Irrigation Officer/Irrigation Engineer | Kasungu District Council |
| Charrison Tengatenga | District Coordinator, UNDP | Kasungu District Council |
| Anne Zimba Salama | Director of Planning and Development (DPD) | Kasungu District Council |
| Herbert Bolokonya | Environmental District Officer (EDO), Desk Officer | Kasungu District Council |
| Henry Kagulo | Forestry District Officer (FDO) | Kasungu District Council |
| Chikumbutso Liwonde | Director of Planning and Development (DPD) | Kasungu District Council |
| Ignatius Lipato | District Fisheries Officer (DFO) | Kasungu District Council |
| Central Level – UNDP and District Environmental Affairs | | |
| Yasinta Ganiza Chafutsa | Desk Officer | Central level EAD |
| Towera Mbale Luka | Dirictor of Environmental Affairs Department | Central level EAD |
| Guadalupe Kabiya | Project Cordinator | Central level UNDP |
| Peter Kulemeka | Monitoring an Evaluation Specialist | Central level UNDP |

**List of Participants at District Council Level**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Location: Mzimba South: Mungo Section - Dindire Chavula and Samuel Mphepo | | | | | |
| No | Name | Gender | Position | Group | Contact |
| 1 | Elliam Nyirenda |  | Chair - Irrigation | Irrigation, Livestock, Forestry | 0885083048 |
| 2 | Eunice Beza |  |  | Irrigation, VSL | 0881259626 |
| 3 | Etta Bipa |  |  | VSL |  |
| 4 | Catherine Lungu |  |  | Irrigation, Forestry | 0885803087 |
| 5 | Lyness Chunga |  |  | Fisheries, VSL, Forestry |  |
| 6 | Lucia Munthali |  |  | VSL, Forestry | 0884536691 |
| 7 | Emily Mphimbia |  |  | VSL, Forestry | 0881263304 |
| 8 | Martha Manda |  |  | Forestry | 08841201195 |
| 9 | Moses Mphepo |  |  | Irrigation | 0888326463 |
| 10 | Edson Gwayi |  |  | VSL | 0882552310 |
| 11 | Dingire Chavula |  | GVH | GVH |  |
| 12 | Saul Mphepo |  | Overall Chair | All groups |  |
| 13 | Right Nyirenda |  |  | Forestry, Bee keeping, VDC, ADC | 0885374018 |
| 14 | Sylivia Mwale |  |  | VSL, Fisheries |  |
| 15 | Rose Mtenje |  |  | Irrigation | 0997803903 |
| 16 | Chrissy Ndowera |  |  | Livestock |  |
| 17 | Miriam Jere |  |  | Fisheries | 0888756292 |
| 18 | Daniel Mphepo |  | Secretary | Bee keeping |  |
| 19 | Dickson Mphepo |  | VH | VH |  |
|  |  |  |  |  |  |
| Location: Mzimba North: Luhomero Section - | | | | | |
| 20 | Sanida Mkandawire | M | Chair - Fisheries | Fisheries | 088724619/0995818521 |
| 21 | Nelson Mughogho | M | Treasure - Fisheries | Fisheries |  |
| 22 | Doreen chitsulo | F |  | Fisheries |  |
| 23 | Sevi Msiska | M |  | Fisheries | 0884620536/0991579414 |
| 24 | Ackim Tembo | M |  | Fisheries | 0884433318 |
| 25 | GVH Chotha Tembo | M |  | Fisheries | 0888149784/0999149784 |
| 26 | Albert Tembo | M | Chair - Forestry | Forestry, Bee keeping | 0880758462 |
| 27 | Vasco Tembo | M | Secretary - VDC | Disaster, Livestock, DVC | 0888123684 |
| 28 | Edson Salanda | M |  | FFS | 0980739168 |
| 29 | Wiseman Chione | M |  | Disaster, Bee keeping, Forestry | 0888197400 |
| 30 | Brighton Tembo | M | Chair – VSL, Lead Farmer | VSL, Land resource, Livestock | 0888123686/0998822055 |
| 31 | Linly Mkandawire | F |  | Forestry | 0882609714 |
| 32 | Nomi Mkandawire | F |  | Forestry, Bee keeping, Gender | 0986410021/0881484599 |
| 33 | Ida Kumwenda | F | Lead Farmer | Forestry, Disaster, Gender | 0992275480 |
| 34 | Winnie Mandhlopa | F | Treasure - VDC | VDC | 0885132523 |
| 35 | Anne Katumbi | F |  | VDC, Disaster, Livestock | 0888011760 |
| 36 | Jesse Nyirenda | F | Chair - Livestock | Disaster, VSL, VDC, Livestock | 0882591727 |
| 37 | Austine Phiri | M |  | Land resource, Bee keeping | 0886882664 |
| 38 | Colpy Thawei | M | GVH | Disaster | 0884913784 |
| Lo39cation: Mzimba North: Embombeni Section - | | | | | |
| 40 | Stelia Chipeta | F |  | Livestock, Land Resource | 0999337701 |
| 41 | Edith Nkhana | F |  | VSL | 0885474622 |
| 42 | Merisent Mhango | F | Treasure - VSL | VSL | 0881208661 |
| 43 | Funny Lungu | F | Chair - Livestock | Livestock | 0880258610 |
| 44 | Christina Mwale | F | Chair - Livestock | Livestock | 0884273940 |
| 45 | Godfrey Jere | M |  | Bee keeping | 0999357796 |
| 46 | Monica Mvula | F | Chair - VSL | VSL, Forestry | 0884885396 |
| 47 | Josen Nyirenda | F |  | Livestock | 0983242889 |
| 48 | Taona Kazeze | F | Cashier - VSL | VSL, Livestock | 0994220892 |
| 49 | Pilirani Nyirenda | F |  | VSL | 0998302606 |
| 50 | Alick Nyirenda | M |  | Livestock | 0881570400 |
| Location: Mzimba North: Luhomero Section – Irrigation group | | | | | |
| 51 | Evason Phiri | M |  | Irrigation |  |
| 52 | Eliza Phiri | F |  | Irrigation |  |
| 53 | Felix Singini | M | Chair - Irrigation | Irrigation | 0885363030/098281655 |
| Location: Kasungu North East: Johnstone Community – Irrigation group | | | | | |
| 54 | Jeremia Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0983938316 |
| 55 | Billy Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0993762197 |
| 56 | Alfred Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0981056074 |
| 57 | Thawani Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0993834803 |
| 58 | Gift Chima | M |  | Irrigation, Forest, Bee keeping, VSL | 0996082223 |
| 59 | Manuel Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0990451016 |
| 60 | Happy Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0998095742 |
| 61 | Robert Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0980793513 |
| 62 | Mayeso Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0991845725 |
| 63 | Elicha Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 098194233 |
| 64 | Jefule Ng’oma | M |  | Irrigation, Forest | 0986860779 |
| 65 | Beatrice Phiri | F |  | Forest | 0992378390 |
| 66 | Faidas Ndhlovu | F |  | VSL |  |
| 67 | Grace Ngulube | F |  | Irrigation, VSL |  |
| 68 | Ellen Moyo | F |  | Irrigation, VSL |  |
| 69 | Alifonsia Nkhata | F |  | Irrigation, Bee keeping, VSL |  |
| 70 | Teleza Chirwa | F |  | Irrigation, VSL |  |
| 71 | Agness Mwale | F |  | Irrigation, VSL |  |
| 72 | Lonely Chirwa | F |  | Irrigation, Forest, VSL | 0992829928 |
| 73 | Oscar Ng’oma | M |  | Irrigation, Forest | 0993115536 |
| 74 | Grace Sibande | F |  | Irrigation, Bee keeping, VSL | 0990228679 |
| 75 | Doreen Kanyasko | F |  | Irrigation, Bee keeping, VSL | 0995356157 |
| 76 | Mcloud Ng’oma | M |  | Irrigation, Bee keeping | 0999488609 |
| 77 | Michael Ng’oma | M |  | Irrigation, Bee keeping, Forest | 0995933271 |
| 78 | Faison Chibweya | M |  | Irrigation, forest |  |
| 79 | Winston Ng’oma | M |  | Irrigation, Bee keeping, VSL | 0998254387 |
| 80 | Maria Mwale | F |  | Irrigation, Forest, VSL | 0996948865 |
| 81 | Maria Gama | F |  | Irrigation, Forest, VSL |  |
| 82 | Mary Chiziwa | F |  | Irrigation, Forest, Bee keeping, VSL |  |
| 83 | Phelire Kamanga | F |  | Irrigation, Forest, Bee keeping, VSL |  |
| 84 | Eluby Banda | F |  | Irrigation, Forest, Bee keeping, VSL | 0980888674 |
| 85 | Trintus Nyirongo | F |  | Irrigation, Forest, Bee keeping, VSL | 0996955273 |
| 86 | Hendrick Ng’oma | M |  | Irrigation, Forest, Bee keeping, VSL | 0996256513 |
| Location: Kasungu North West: Kachinda Community, Chimaliro Section – Irrigation group | | | | | |
| 87 | Chimwemwe Banda | M |  | Irrigation |  |
| 88 | Gentile Nyirongo | M |  | Irrigation |  |
| 89 | Hastings mwale | M |  | Irrigation, Fisheries |  |
| 90 | Maxwell Banda | M |  | VSL |  |
| 91 | Stewart Kanyinji | M |  | Bee keeping |  |
| 92 | Lusungu Banda | F |  | VSL |  |
| 93 | Vasco Phiri | M |  |  |  |
| 94 | Peter Ndhlovu | M |  | VSL |  |
| 95 | Eness Mtonga | F |  | Irrigation |  |
| 96 | Anna Nyirongo | F |  | Irrigation |  |
| 97 | Stanley Banda | M |  |  |  |
| 98 | Chancy Chirwa | M |  | VSL |  |
| 99 | Cecilia Kasalu | F |  | Irrigation |  |
| 100 | Lucy Ng’oma | F |  | Irrigation, VSL |  |
| 101 | Sibongire Nyirenda | F |  | VSL |  |
| 102 | Gertrude Phiri | F |  | Fisheries, VSL |  |
| 103 | Bernadette Banda | F |  | Irrigation, Fisheries, VSL |  |
| 104 | Bernadette Phiri | F |  | Fisheries |  |
| 105 | Lawrencia Banda | F |  | Fisheries, Irrigation |  |
| 106 | Human Matoyo Mtonga | M |  | VSL, Irrigation |  |
| 107 | Dominic Nyirongo | M |  | Bee keeping, Irrigation, VSL, Forestry, Land resources |  |
| 108 | Felix Nyirongo | M |  | Irrigation, Fisheries |  |
| 109 | Mbeja Banda | M |  | Irrigation | 0999681628 |
| 110 | Chatayika Kanyinji | M |  | VH Chatayika | 0995742446 |
| 111 | Godfrey Phiri | M | Chair - Catchment | Irrigation | 0999415599 |
| 112 | Matias Kanyinji | M | Senior group Kachinda | VDC |  |
| 113 | Brighton Kanyinji | M |  | Irrigation, Fisheries | 0980037497 |
| 114 | Moses Nyirongo | M |  |  |  |
| 115 | Zilani Kanyinji | F |  | Irrigation |  |
| 116 | Benson Koman Jogo | M |  |  |  |
| 117 | Dryson Banda | M | Vice Chair - Irrigation | Irrigation | 0991866636 |
| 118 | Gift Chima | M |  |  |  |
| 119 | Billy Ng’oma | M |  |  |  |
| 120 | Grace Sibande | F |  |  |  |
| 121 | Teresa Chirwa | F |  |  |  |
| 122 | Julia Ngwira | F |  | Irrigation | 092886656 |
| 123 | Patson Moyo | M | Chair - Irrigation | Irrigation | 0993360401 |
| 124 | Calvin Phiri | M |  | Irrigation |  |
| 125 | Moses Kanyinji | M |  | Irrigation |  |
| 126 | Edwin Phiri | M |  | Irrigation | 0995742501 |
| 127 | Ernest Chirwa | M | Youth - Irrigation | Irrigation | 0982606056 |
| 128 | Edwin Mtonga | M | Treasure - Irrigation | Irrigation | 0981522996 |

## Annex 7: Phases of work

|  |  |  |  |
| --- | --- | --- | --- |
| Phases | Activities | Deliverables | No of days |
| Inception Phase  Contract and entry meeting,  Inception report revised | Entry-level briefing with the UNDP Evaluation Manager and the programme analyst for the CRIM project | Inception Report with the following:  Detailed methodology on Data collection instruments Reconstituted ToC (If necessary)  Stakeholder mapping and representative sample size  Detailed implementation work plan  Evaluation matrix | 5 |
| Compile relevant documents and undertake a desk review |
| Map and scope activities to refine the evaluation design and questions to be reflected in the inception report |
| Assess and reconstitute (if necessary) the theory of change to better adhere to the CF as implemented |
| Undertake a detailed stakeholder mapping and select a representative sample of stakeholders to be interviewed during the field phase |
| Draft an inception report using the standard template aligned with the UNEG Norms and Standards |
| Field phase | Undertake secondary and primary data collection and analysis, including triangulation | Presentation of preliminary findings of the data collection exercise | 14- |
| Present the preliminary findings of the data collection exercise to Evaluation Managers and the Evaluation Reference Group for review |  |
| Reporting phase | Prepare and submit the Draft Evaluation Report | Draft Evaluation Report Stakeholder validation workshop  Final Evaluation  Report that incorporates feedback from stakeholders | 11 |
| Submit the Final Evaluation Report that incorporates feedback from stakeholders |

## Annex 8: An evaluation rubric to be applied by the evaluation team during the data analysis phase of CRIM project

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | **Not achieved** | **Partially achieved** | **Mostly achieved** | **Fully achieved** |
|  |  | *Clear evidence of unsatisfactory functioning; serious weaknesses across the board on crucial aspects.  About 80Percentage-100Percentage of findings fit with description to a considerable or high degree* | *Adequate performance overall; some serious, but non-fatal weaknesses on a few aspects. About 80Percentage-100Percentage of findings fit with description to a considerable or high degree* | *Good performance overall; might have a few slight weaknesses but nothing serious. About 80Percentage-100Percentage of findings fit with description to a considerable or high degree* | *Very good or excellent performance on virtually all aspects; strong overall; no weaknesses of any real consequence. About 80Percentage-100Percentage of findings fit with description to a considerable or high degree* |
| **RELEVANCE** | Project clarity and logic | The project logic is undefined or has several missing elements.  It is mostly impossible to see the relationship between most of 1) the expected outcomes from short term through to longer term; 2) between outputs and outcomes. There may be large leaps in logic between outputs and outcomes e.g. leap from an output to a long term outcome.  Few or no outcomes appear realistic. Assumptions are not included or only minimally outlined. Where assumptions are noted they do not appear relevant.  Most project implementers have a poor understanding of the programme logic, a weak or superficial understanding of the problem, and the relationship between the parts and cannot or can only weakly explain the logic and reasoning to others. | The project logic is partially explained (with quite a few exceptions). It is possible to see only some of the relationships between most of 1) the expected outcomes from short term through to longer term; 2) between outputs and outcomes. There are some leaps in logic between outputs and outcomes. Outcomes do not always appear realistic. Assumptions are only sometimes included or when included do not always appear entirely appropriate or relevant.  Most project implementers have a basic understanding of the programme logic and the problem being addressed, and the relationship between the parts and cannot fully explain the logic and reasoning to others.  Perhaps only the project leader can describe fully the project, rationale and problem. | The project has a solid logic. It is mostly clear and easy to understand the relationship between 1) the expected outcomes from short term through to longer term; 2) between outputs and outcomes. However, there are some points that could be strengthened. Outcomes appear realistic. Assumptions are mostly included. Most outputs appear necessary and sufficient to achieve the desired outcomes, taking into account the assumptions. Most project implementers have a good understanding of the programme logic, the problem being addressed and the relationship between the parts and can explain the logic and reasoning to others. | The project has a strong logic, which is a clear and easy to understand relationship between 1) the expected outcomes from short term through to longer term; 2) between outputs and outcomes. Outcomes appear very realistic. Assumptions are explicit and relevant.  The outputs appear necessary and sufficient to achieve the desired outcomes, taking into account the assumptions. All project implementers have an excellent understanding of the programme logic, the problem that is being addressed and the relationship between the parts and can convincingly explain the logic to others. |
| Contribution to UNDP and Malawi development strategy | The outputs and outcomes appear to have very limited or no relevance to the strategies of UNDP, the partner organisations, the SADC, the government of Malawi and target beneficiaries, as applicable. They are not consistent and complementary with activities supported by projects in UNDP and/or by other donor organizations. | Most outputs/outcomes appear to have only partial relevance to strategies of UNDP, the partner organisations, the SADC, the government of Malawi and target beneficiaries, as applicable. It is not very clear how they contribute to UNDP’s aggregate strategic outcomes. Where there are discrepancies in the relevance to the various actors, the organisations have an adequate understanding of this. Interventions are partially consistent and complementary with activities supported by projects in UNDP and/or by other donor organizations. | Most expected outputs/outcomes are relevant the strategies of UNDP, the partner organisations, the SADC, the government and target beneficiaries, as applicable. It is mostly clear how they contribute to aggregate strategic outcomes and contribute to a coherent UNDP strategy. Where there are discrepancies in the relevance to the various organizations, the organisations have a good understanding of the issues and implications for the organisations. Interventions are mostly consistent and complementary with activities supported by projects in UNDP and/or by other donor organizations. | The expected outcomes are highly relevant to the strategies of UNDP, the partner organisations, the SADC, the government and target beneficiaries, as applicable. It is clear how they contribute to aggregate strategic outcomes and contribute to a coherent UNDP strategy. Interventions are fully consistent and complementary with activities supported by projects in UNDP and/or by other donor organizations. |
| **EFFICIENCY** | Adaptive management of plans and budgets | The project team rarely identifies and understands operational issues concerning the project. Actions taken or recommended actions to overcome implementation issues are often not well founded but provide few or limited insights.  The project manager and team are nearly always reactive at monitoring implementation and progress towards results (mostly outputs, very rarely outcomes) and rarely implements actions to avert or overcome them. The donor is infrequently alerted to potential issues or issues in a timely manner; and the project team often does not follow funder management (financial and otherwise) guidelines. The project implementation context and problem to be addressed is rarely analysed and project plan adjusted. Monitoring rarely occurs and is frequently not based on updated and complete MPs. There is no evidence that innovations or best practices have been used during project management. | The project team identifies and understands a few of the strategic and some of the operational issues concerning the project. Actions taken or recommended actions to overcome implementation issues are sometimes well founded but provide few insights. The project manager and team are normally reactive at monitoring implementation and progress towards results (mostly outputs and sometimes outcomes) and sometimes implements actions to avert or overcome them.  The funder is sometimes alerted to potential issues or issues in a timely manner; and the project team sometimes follows funder management (financial and otherwise) guidelines. The project implementation context and problem to be addressed is only sometimes analysed and project plan adjusted accordingly. Monitoring occurs on an ad-hoc basis and is not always based on updated and complete Management Plans (MP).There is limited evidence that innovations or best practices have been used during project management. | The project team identifies and understands some of the strategic and most of the operational issues concerning the project. Actions taken or recommended actions to overcome implementation issues are usually well founded and provide some insights.  The project manager and team are normally proactive at monitoring implementation and progress towards results (mostly outputs and sometimes outcomes) and usually implements actions to avert or overcome them.  The funder is mostly alerted to potential issues or issues in a timely manner; and the project team usually follows funder management (financial and otherwise) guidelines. The project implementation context and problem to be addressed is periodically analysed and the project plan adjusted as necessary to ensure activities, outputs and outcomes are relevant and realistic. Monitoring occurs on a regular basis and is mostly based on updated and complete MPs.There is moderate evidence that innovations or best practices have been used during project management. | The project team identifies and understands all of the strategic and operational issues concerning the project. Actions taken or recommended actions to overcome implementation issues are well founded and insightful.  The project manager and team is always proactive at monitoring implementation and progress towards results (outputs and outcomes) and implementing actions to avert or overcome them, enlisting others support where necessary.  The funder is alerted to potential issues or issues in a timely manner; and the implementing organisation always follows funder management (financial and otherwise) guidelines. The project implementation context and problem to be addressed is regularly analysed and the project plan adjusted as necessary to ensure they are relevant and realistic. Monitoring occurs systematically and is based on updated and complete MPs. There is strong evidence that innovations or best practices have been used during project management. |
| Relationship management and communication | Mostly, the project team manages relationships with key stakeholders and donors poorly and infrequently and there is not a clear or agreed understanding of the others roles and responsibilities. The parties put limited effort into building and maintaining working relations. Face-to-face communication occurs infrequently and verbal and written communications often does not provide useful implementation insights, lessons learned, recommendations and actions to address any issues raised. Regular project monitoring reports are always late and incomplete, with many inaccuracies. Follow-up is always needed. Reporting against the monitoring plan is very partial or does not occur at all. It is difficult to get a picture of performance. | Mostly, the project team manages relationships with key stakeholders and funders adequately and face-to-face communication occurs on a mostly periodically basis (e.g. less than quarterly). There is not always a clear understanding of the roles and responsibilities and the parties put in mostly adequate effort into maintaining working relations. Verbal and written communications sometimes provide useful implementation insights, lessons learned, recommendations and actions to address any issues raised. Although, quite often elements are incomplete. Regular project monitoring reports are often late, and have a number of inaccuracies or are incomplete. Only a partial picture of performance and achievements against monitoring plans are presented. Often follow-up or clarification is needed. | Mostly, the project team manages relationships with key stakeholders and funders proactively and face-to-face communication occurs on a mostly regular basis (e.g. quarterly). Stakeholders and the project team have a good and common understanding of theirs, and each other’s, roles and responsibilities. Most parties take time to build and maintain effective working relations. Communication is fairly open and mostly constructive. Verbal and written communications generally provides useful implementation insights, lessons learned, recommendations and actions to address any issues raised. Regular project monitoring reports are mostly received on time, are mostly accurate, and usually results orientated in that they provide a picture of performance and achievements against monitoring plans. Only little follow-up or clarification is needed. | The project team manages relationships with key stakeholders and funders proactively and face-to-face communication occurs on a regular basis (e.g. monthly). Stakeholders and the project team have a good and common understanding of theirs, and each other’s, roles and responsibilities. All parties put in considerable effort to build and maintain effective working relations. Communication is open, trusting and constructive.  Verbal and written communications systematically provide useful implementation insights, lessons learned, recommendations and actions to address any issues raised. Regular project monitoring reports are always received on time, are accurate, informative and results orientated in that they provide a clear picture of performance and achievements against monitoring plans. |
| Translating inputs into outputs | The planned (original or agreed readjusted) outputs are often of inadequate quality and rarely produced in a timely manner. Produced outputs sometimes do not appear relevant. The targets are not or only very partially achieved. The project is completed or expected to be completed more than 6 months after originally planned. | The planned (original or agreed readjusted) outputs are only sometimes of adequate quality and sometimes produced in a timely manner. Produced outputs sometimes do not appear relevant. The targets achieved are only partially the same as planned (originally or agreed adjustments to the monitoring plan). The project is completed or expected to be completed between 3 and 6 months are the original end date. | The planned (original or agreed readjusted outputs) are produced in a mostly timely manner, are of a good quality and mostly remain relevant to the desired outcome. The targets achieved are almost the same as planned (originally or agreed adjustments to the monitoring plan). The project is completed or expected to be completed between 1 and 3 months of the original planned date. | The planned (original or agreed readjusted outputs) are produced in a timely manner, are of a very good quality and remain relevant to the desired outcome. The targets achieved are those that are planned (originally or agreed adjustments to the monitoring plan). The project is completed or expected to be completed early or within 1 month of the expected completion date. |
| **EFFECTIVENESS** | Translating outputs to outcomes, including gender, social inclusion | Few (> 25Percentage) outcomes/targets achieved (at project-level and/or in UNDP’s results framework and theory of change). Achievement peaks at short-term outcomes (or below - outputs only). Where implementation is on-going, there is little evidence of outcomes being achieved. No consideration has been taken of gender and social inclusion issues. | Some (25 to 50Percentage) outcomes/targets achieved (at project-level and/or in UNDP’s results framework and theory of change). Achievements mostly focus on short term outcomes. Where implementation is on-going there is partial evidence that some short term outcomes are being achieved. Limited consideration has been taken of gender issues and social inclusion, even if superficially. | A majority (50 to 75Percentage) of outcomes/targets are achieved (at project-level and/or in UNDP’s results framework and theory of change). Achievement predominantly focuses on short- and medium-term outcomes. Where implementation is on-going, there is good evidence that short term outcomes are being achieved. Moderate consideration has been taken of gender issues; if implementation is advanced some social inclusion and gender-positive changes have been observed. | Most (e.g. 75Percentage +) outcomes/targets are achieved (at project-level and/or in UNDP’s results framework and theory of change). Achievement peaks at long-term outcomes and changes have occurred at short and medium term outcomes also. Where implementation is still occurring, there is good evidence that short and medium term outcomes/targets are being achieved. Strong consideration has been taken of gender issues; if implementation is advanced many social inclusion and gender-positive changes have been observed. |
| **EFFECTIVENESS** | Additionality | There is evidence that the project or initiative would have occurred even without UNDP funding. | There is unclear evidence on whether the project or initiative would have occurred even without UNDP funding. | There is evidence that the project or initiative would not have occurred without UNDP funding. | There is strong evidence that the project or initiative would have not occurred without UNDP funding. |
| **SUSTAINABILITY** | Sustainability addressed; sustainability of outputs and outcomes achieved | Plan is very partial or does not occur at all. It is difficult to get a picture of performance. | A few activities are included to address sustainability although they are not always clear. Only a few outcomes are being monitored for sustainability. A relatively clear exit strategy exists and is periodically updated and includes a description of how some project activities or the benefits thereof will be sustained on completion. Some responsibilities are outlined. Several on-going maintenance or operational costs have been estimated and the organisation has a broad plan of how to fund these, although plans may not always be realistic. | Several activities are included to address sustainability and are mostly clear and relevant. Monitoring of the sustainability of some of the outcomes is planned or undertaken.  A relatively clear exit strategy exists and is periodically updated. The strategy includes a broad description of how some project activities or the benefits thereof will be sustained on completion. Some responsibilities are outlined. Most on-going maintenance or operational costs have been estimated and the organisation has a broad and realistic plan of how to fund these. | Many clear, specific and relevant activities have been included to address sustainability. Monitoring of the sustainability of outcomes is undertaken (or planned). In the best examples, monitoring of outcomes goes beyond the project timeframe. A clear and comprehensive exit strategy was included in the design and is fully up to date. The strategy includes a clear description of how project activities or the benefits thereof will be sustained on completion. Responsibilities for implementing the exit strategy are outlined. All on-going maintenance or operational costs have been thoroughly costed and the organisation has set aside funds to pay for these (or has a plan in place to secure funds in adequate time before project funds are completed). For advanced or completed projects, there is evidence of responsibilities having been fully institutionalized. |
| **IMPACT** | Achieving long-term outcomes | It is difficult to get a picture of performance. | There has been some intended or unintended progress (25-50Percentage) towards long-term outcomes (i.e. CPD outcomes), or this is moderately likely to occur in future. Some measurement of the project’s contribution to these outcomes has been completed, and the results chain articulates the linkage to these ultimate impacts (whether convincing or not). Limited consideration has been taken of differential impacts for men and women. | There has been strong intended or unintended progress towards impacts (50-75Percentage) on long-term outcomes (i.e CPD outcomes), or this is likely to occur in future. Measurement of the project’s contribution to these outcomes has been completed, and the results chain convincingly articulates the linkage to these ultimate impacts. Moderate consideration has been taken of differential impacts for men and women. | There has been substantial intended or unintended progress towards impacts (75Percentage+) on long-term outcomes (i.e. CPD Outcomes). Measurement of the project’s contribution to these outcomes has been completed, and the results chain convincingly articulates the linkage to these ultimate impacts. Strong consideration has been taken of differential impacts for men and women. |

## Annex 9: Results Framework: CRIM Detailed Progress againist Output for Years

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Detailed Progress against Project Output: Year 1 (2019)** |  |  |  |  |
| **Expected Output** | **Planned Activity** | **Sub Activity** | **Target** | **Achieved** | **Evaluation** |
| Output 1: Improved capacity of district councils to integrate climate adaptation into district development plans, budgets and service delivery | Activity 1.1:Strengthen capacity to plan, respond and monitor climate risks targeting District Executive Committee, extension staff, technical officers in sector departments, selected TAs and communities, and other stakeholders | * + 1. Conduct training needs assessment to the district council development structures and other stakeholders in climate risk management | 2 training needs assessment | 1 | Mostly achieved |
|  |  | 1.1.2: Conduct project sensitization meetings for district councils and community members | 6 sensitization  meetings (1 Full Council, 2 DECs, 4 ADCs, 5VDCs) | 6 | Fully achieved |
|  |  | 1.1.3: Train front line staff and community structures in climate change & adaptation technologies | 2 training workshop | 2 | Fully achieved |
|  | Activity 1.2: Strengthen monitoring systems to measure impacts and cost-effectiveness of climate adaptation and resilience building investments. | 1.2.1 Recruit a local consultant to conduct a baseline study in the catchment area | 1 baseline study | 1 | Fully achieved |
|  |  | 1.2.2 Develop an M&E Framework and tools for tracking progress | 2 M&E Framework | 2 | Fully achieved |
|  |  | 1.2.3. Train extension workers and communities in use of data collection tools | 1 training workshop | 0 | Not achieved |
|  | Activity 1.3: Support effective coordination of district coordination mechanisms for  harmonization of climate adaptation- resilience interventions | 1.3.1 Conduct stakeholder mapping & analysis and develop synergies among  various CCA projects in the district | 1 stakeholders meeting | 1 | Fully achieved |
|  |  | 1.3.2 Conduct quarterly DESC meetings for district stakeholders’ engagement in climate change and resilience | 3 | 5 | Mostly achieved |
|  | Activity 1.4: Integrate climate change into District Development Plans, sector plans and budgets | 1.4.1 Update district planning tools eg (District State of Environment and Outlook Report), DDP | 2 planning tools updated (DSOER & DDP) | 3 | Mostly achieved |
| **Output 2**:  Strengthened Integrated Catchment Management | Activity 2.1: Rehabilitate and expand small-scale integrated water systems in accordance with Catchment Management Plans | 2.1.1 Develop Catchment Management Plans in the project hotspots | 1 | 0 | Not achieved |
|  |  | 2.1.3 Conduct feasibility studies on multipurpose dams (Construction & rehabilitation) of irrigation sites | 2 | 4 | Partially achieved |
|  | Activity 2.2: Strengthen community engagement in catchment-based landscape restoration, hillside and riverbank protection, environmental protection, bee keeping, establishment of household energy woodlots using fast growing species etc | 2.2.1 Conduct community-led baseline assessment (ecological and socio-economic) for determining ecosystem-based strategies for the catchment management | 1 assessment | 0 | Not achieved |
|  |  | 2.2.2 Establish or revamp VNRMCs and Catchment Management Committees | 4 | 18 | Fully achieved |
|  |  | 2.2.3 Develop  Catchment Action  Plans & train community members on the plans(CAPs) that outline detailed priorities within a specific catchment | 2 | 0 | Not achieved |
| Activity 2.3: Implement integrated catchment management interventions i.e. Natural regeneration, afforestation and re- afforestation on bare areas, reclaim gullies, rain water harvesting, construction of marker contour ridges and manure making | 2.3.1 Procure goods and materials to support implementation of catchment management plans (Seedlings, vetiver, agroforestry seedlings and seeds, Hoes, Shovels, rakes, etc | 200,000 tree seedlings | 212,200 | A total of 38 tree nurseries were established in Kasungu where a total of 201,000 seedlings were raised. Out of these seedlings, 138,000 survived and are ready for planting. 74,000 tree species, 200 grafted tree seedlings and 1000 banana suckers were procured and distributed to VNRMCs to plant during the 2019/2020 season. | Fully achieved |
|  | 2.3.4 Establish vetiver nurseries, construct contour marker ridges, check dams, swales, box ridges | 40 ha | 66ha | Contour marker ridges covering an area of 11 hectares were developed in Kasungu. So far, vetiver nurseries were not established due to time limitation. On the hand, Mzimba covered 55 ha of contour marker ridges. 100 tonnes of vetiver grass has been procured for hedge rows and nurseries for the communities.  1000 banana suckers have also been | Fully achieved |
|  |  | 2.3.7 Facilitate manure making and utilization | 40ha | 6ha | Partially achieved |
| Output 3: Adaptive capacity of vulnerable households and reduced exposure to climate risks strengthened | Activity 3.1:  Facilitate community- based prioritization of climate adaptation action in communities where vulnerabilities are highest and where the need for climate resilience is greatest | 3.1.1 Guide communities to prioritize community-based climate adaptation actions at VDC level | 1 community assessment exercise | 0 | Not achieved |
|  |  | 3.1.2 Develop Community Action Plans | 2 | **0** | Not achieved |
|  | Activity 3.6: Conduct Climate adaption and livelihood demonstrations i.e. High-water user efficiency irrigation, Value addition for regeneration (bee keeping, Demonstration of Alternative Energy sources, VSLA/COMSIP, Small stock, etc | 3.6.1 Conduct community-led needs assessment to prioritise and implement CBA/EBA  livelihood demonstrations in target communities (using COBRA) | 1 assessment | 0 | Not achieved |
|  |  | 3.6.2 Identify existing COMSIP/VSL groups and take stock of current activities and trainings available for the groups | 2 groups identified | 25 | Fully achieved |
|  |  | 3.6.3 Train COMSIP/VSL  groups in business management and alternative livelihoods | 2 groups trained | 0 | Not achieved |
|  | **Detailed Progress against Project Output: Year 2 (2020)** | | | | |
| **Expected Output** | **Planned Activity** | **Sub Activity** | **Target** | **Achieved** | **Evaluation** |
| Output 1: Improved capacity of district councils to integrate climate adaptation into district development plans, budgets and service delivery | Activity 1.1: Strengthen capacity to plan, respond and monitor climate risks targeting District Executive Committee, extension staff, technical officers in sector departments, selected TAs and communities, and other stakeholders | 1.1.1 Build capacity of frontline staff and local governance structures (ADCs, VDCs, ACPCs, VCPCs, VNRMCs) in climate change resilience and adaptation in line with CoBRA findings | 5VDCs, 6ACPCs, 6VCPCs | 5 VDCs  6 ACPCS  2 VCPCs | Mostly achieved |
|  |  | 1.1.2. Facilitate development and  implementation of community adaptation plans | 4 | 5 | Fully achieved |
|  | Activity 1.2: Strengthen monitoring systems to measure impacts and cost-effectiveness of climate adaptation and resilience building investments. | 1.2.1 Conduct training for staff in Result Based Management & Develop a Project M&E Framework and related data management tools | 1 | 1 (Partial) | Mostly achieved |
|  | Activity 1.3: Support effective coordination of district coordination mechanisms for harmonisation of climate adaptation-resilience interventions | 1.3.1 Conduct joint Quarterly Review meetings (QRM, joint field visits), district environment sub-committee (DESC) meetings and full council (FC) meetings to monitor and review project progress | 16 | 8 | Partially achieved |
|  |  | 1.3.2 Conduct gender analysis in the project hotspots to identify gender gaps and action plan for gender mainstreaming | 1 report | 0 | Not achieved |
|  | Activity 1.4: Integrate climate change into District Development Plans, sector plans and budgets | 1.4.1 Update district planning tools eg District State of Environment and Outlook Report (DSOER), DDP | 4 planning tools updated (DSOER & DDP) | 4 planning tools updated (2 DSOERs) | Fully achieved |
|  |  | 1.4.2. Support districts councils to mainstream climate change into their work plans and budgets | 8 | 8 | Fully achieved |
|  | 1.5 Translate key policies and by-laws (DRM, Water, Environment, climate change) into local languages and create awareness at all levels through various dissemination mediums | 1.5.1 Review and translate key by laws in Forestry, Water and Environment in Tumbuka and Chichewa | 3 | 0 | Not achieved |
| Output 2: Strengthened Integrated Catchment Management | Activity 2.1: Rehabilitate and expand small-scale integrated water systems in accordance with Catchment Management Plans | 2.1.1 Construct 2 mini dams for regulating stream flow | 2 | 0 | Not achieved |
|  |  | 2.1.2 Construct two new irrigation schemes | 2 | 4 | Partially achieved |
|  |  | 2.1.3 Rehabilitate 4 small scale irrigation schemes | 4 | 0 | Not achieved |
|  |  | 2.1.4 Promote irrigation schemes utilization though community mobilization and procurement of relevant equipment | 80ha | 20ha | Partially achieved |
|  |  | 2.1.5 Conduct feasibility assessments and preliminary works for multipurpose dam/ Integrated water management system | 2 | 5 | Partially achieved |
|  | Activity 2.2: Strengthen community engagement in catchment-based landscape restoration, hillside and riverbank protection, environmental protection, bee keeping, establishment of household energy woodlots using fast growing species etc | 2.2.1 Develop catchment management plans (CMP) and Action Plans in the project hotspots | 4 | 4 | Fully achieved |
|  | Activity 2.3: Implement integrated catchment management interventions i.e. Natural regeneration, afforestation and re-afforestation on bare areas, reclaim gullies, rain water harvesting, construction of marker contour ridges and manure making | 2.3.1 Procure goods and materials to support implementation of catchment management plans (Seedlings, vetiver, agroforestry seedlings and seeds, Hoes, Shovels, Wheelbarrow, Watering canes, Slashers, lakes, etc) | Assorted | Assorted | Fully achieved |
| Output 3: Adaptive capacity of vulnerable households and reduced exposure to climate risks strengthened | Activity 3.1: Facilitate community-based prioritization of climate adaptation action in communities where vulnerabilities are highest and where the need for climate resilience is greatest | 3.1.1 compile and implement community specific innovations on priority activities to achieve climate adaptation (CoBRA key findings to guide) eg CSA, Water efficient technologies (Drip Irrigation), Fruit Production, drought tolerant varieties, livestock production. | Various | Various | Mostly achieved |
|  |  | 3.1.2 Build capacity of lead farmers in post-harvest crop loss management with fruits inclusive | 40 | 33 | Mostly achieved |
|  | 3.2 Expand business development support services for forest- and nature-based enterprises to diversify sources of household and community income and incentivize sustainable natural resources management | 3.2.1. Build capacity of community members in NTFP enterprises and identify/establish enterprise groups | 200 | 171 | Mostly achieved |
|  |  | 3.2.2. Procure goods & materials (inputs) for the NTFP enterprise groups | Assorted | Assorted | Mostly achieved |
|  | **Detailed Progress against Project Output: Year 3 (2021)** | | | | |
| **Expected Output** | **Planned Activity** | **Sub Activity** | **Target** | **Achieved** |  |
| **Output 1:** Improved capacity of district councils to integrate climate adaptation into district development plans, budgets and service delivery | 1.2 Strengthen monitoring systems to measure impacts and cost-effectiveness of climate adaptation and resilience building investments | 1.2.1 Support the finalization of the M&E framework through the development of data collection tools and training of frontline staff in data collection and management | **2** | **2** | Fully achieved |
| 1.3 Support effective coordination of district coordination mechanisms for harmonization and coordination of climate adaptation-resilience interventions | 1.3.1 Conduct joint Quarterly Review meetings, joint field visits, DESC meetings and full council meetings to monitor project progress and build capacity of newly elected local governance structures (ADCs, VDCs, ACPCs, VCPCs, VNRMCs) in climate change, resilience and adaptation technologies | **4** | **4** | Fully achieved |
|  | 1.3.2 Conduct Community Based Monitoring and Evaluation using Comprehensive Community Score Card to check satisfaction of service delivery | **2** | **2** | Fully achieved |
|  | 1.3.3 Coordinate the monitoring and implementation of environmental and social safeguards of sub-projects | 2 | 2 | Fully achieved |
|  |  | 1.3.4 Conduct a gender analysis and gender mainstreaming into project activities | 1 | 1 | Fully achieved |
|  | 1.3.5 Sustainability Plan | 1 | 1 | Fully achieved |
| 1.4 Integrate climate change into District Development plans, sector plans and budgets | 1.4.1 Facilitate approval and printing of DSOER and conduct mid-term review of DDPs | 2 | 2 | Fully achieved |
| 1.4.2. Integrate climate change into district councils’ work plans and budgets | 8 | 8 | Fully achieved |
| **Output 2**: Strengthened Integrated Catchment Management | Activity 2.1: Rehabilitate and expand small-scale integrated water systems in accordance with Catchment Management Plans | 2.1.1 Finalize the remaining works on Kahelele, Kachere and Nthembo irrigation schemes and construct 2 new irrigation schemes (Kamdidi & Mgonatsitsi) | 2 | 2 | Fully achieved |
|  | 2.1.2 Construct Kanyamauli Dam in Kasungu | 1 | 1 | Fully achieved |
|  | 2.1.3 Facilitate formation of farmer group organizations (Water Users Associations and Water User Groups) to manage the water and the irrigation infrastructure | 5 | 3 | Mostly achieved |
|  | 2.1.4 Promote utilization of irrigation schemes through irrigation water management | 5 | 4 | Mostly achieved |
|  | 2.1.5 Facilitate development of an operation and maintenance manual for all the irrigation schemes | 5 | 3 | Mostly achieved |
| 2.2 Strengthen community engagement in catchment-based landscape restoration, hillside and riverbank protection, environmental protection, bee keeping, establishment of household energy woodlots using fast growing species etc | 2.2.1 Develop, implement and register Forest management plans | 10 | 10 | Fully achieved |
| Activity 2.3: Implement integrated catchment management interventions i.e. Natural regeneration, afforestation and re-afforestation on bare areas, reclaim gullies, rainwater harvesting, construction of marker contour ridges and manure making | 2.3.1 Procure goods and materials to support implementation of catchment management plans (Seedlings, vetiver, agroforestry seedlings and seeds, Hoes, Shovels, Wheelbarrow, Watering canes, Slashers, lakes, etc) | Assorted | Assorted | Fully achieved |
| 2.3.2 Address soil and land degradation by promoting improved soil and  land management practices/techniques (use of manure, agroforestry, water harvesting, soil moisture conservation and gully reclamation) | 200 ha | 469 ha | Fully achieved |
| Output 3: Adaptive capacity of vulnerable households and reduced exposure to climate risks strengthened | Activity 3.1: Facilitate community-based prioritization of climate adaptation action in communities where vulnerabilities are highest and where the need for climate resilience is greatest | 3.1.1 Support community members with drought tolerant crop varieties and build capacity of community members in crop management through mounting of demonstration plots for various crops and innovations such as drip irrigation, field crop pest management | 1000 farmers | 975 | Fully achieved |
| 3.2 Expand business development support services for forest- and nature-based enterprises to diversify sources of household and community income and incentivize sustainable natural resources management | 3.2.1. Build capacity of community members in NTFP enterprises (bee keeping and mushroom production) | 4 groups | 4 | Fully achieved |
| 3.2.2. Procure goods & materials for bee keeping and mushroom production enterprise groups | assorted | assorted | Fully achieved |
| 3.3 Enhance social marketing and behavior change communications to promote adoption of climate resilient | 3.3.1. Produce documentaries, local radio programs, leaflets, brochures on project success stories and best practices | 3 | 3 | Fully achieved |
| 3.4 Conduct extension services to impart skills and knowledge in climate adaption to households (including irrigation activities, agriculture diversification, fish ponds) | 3.4.2. Conduct training on aquaculture technologies, fish feed, integrated fish farming, biosecurity, and record keeping | 150 farmers | 105 | Mostly achieved |
|  |  |  |  |
| 3.4.3. survey, construct and stock fish ponds | 6 | 4 | Mostly achieved |
| 3.5 Establish and Support community level Early Warning Systems | 3.5.1 Identify community based early warning monitors & identify sites for CBEWS equipment | 15 | 10 | Mostly achieved |
|  | Activity 3.6: Conduct Climate adaption and livelihood demonstrations i.e. High-water user efficiency irrigation, Value addition for regeneration (bee keeping, | 3.6.2 Strengthen capacity of SLGs/COMSIP clusters for cooperative formation, group enterprise establishment and effective group and cluster management | 3 | 5 | Mostly achieved |
| **Detailed Progress against Project Output: Year 4 (2022)** | | | | | |
| **Expected Output** | **Planned Activity** | **Sub Activity** | **Target** | **Achieved** |  |
| **Output 1:** Improved capacity of district councils to integrate climate adaptation into district development plans, budgets and service delivery | 1.3 Support effective coordination of district coordination mechanisms for harmonization and coordination of climate adaptation-resilience interventions | 1.3.1 Conduct Joint Quarterly Review meetings (DESC), coordination meetings-Dissemination of Sustainability Plan, joint field visits (DMECC) to monitor and review project progress | **4** | **4** | Fully achieved |
|  |  | 1.3.2 Finalize Project Sustainability Plan | **1** | **1** | Fully achieved |
| **Output 2**: Strengthened Integrated Catchment Management | Activity 2.1: Rehabilitate and expand small-scale integrated water systems in accordance with Catchment Management Plans | 2.1.1 Finalize the remaining works on Mgonafisi, Kanyamauli, Kachere and Nthembo irrigation schemes | 2 | 50% complete | Mostly achieved |
|  |  | 2.1.2 Retention Fee to contractor (Kanyamauli multi-purpose dam in Kasungu) | 1 | 0 | Not achieved |
|  |  | 2.1.3 Strengthen capacity of Water Users Associations and Water User Groups to manage the water and the irrigation infrastructure | 1 | 1 | Fully achieved |
|  |  | 2.3.1 Promote tree nurseries establishment and management | 45,000 trees | 27,666 trees planted | Mostly achieved |
| Output 3: Adaptive capacity of vulnerable households and reduced exposure to climate risks strengthened | 3.2 Expand business development support services for forest- and nature-based enterprises to diversify sources of household and community income and incentivize sustainable natural resources management | 3.2.1. Build capacity of community members in NTFP enterprises (bee keeping and mushroom production) | 4 groups | 4 | Fully achieved |
|  |  | 3.2.2. Procure goods & materials for bee keeping and mushroom production enterprise groups | assorted | assorted | Fully achieved |
|  | 3.3 Enhance social marketing and behavior change communications to promote adoption of climate resilient livelihood practices | 3.3.1. Document and publicize project success stories and best practices | 15 radio programmes aired | 15 radio programmes aired | Fully achieved |
|  | 3.4 Conduct extension services to impart skills and knowledge in climate adaption to households (including irrigation activities, agriculture diversification, fish ponds) | 3.4.2. Conduct training on aquaculture technologies, fish feed, integrated fish farming, biosecurity, and record keeping | 150 farmers | 105 | Mostly achieved |
|  |  | 3.4.3. stock fishponds | 6 communal fishponds  29 individual fishponds stocked | 6 communal fishponds  29 individual fishponds stocked | Fully achieved |
|  | 3.5 Establish and Support community level Early Warning Systems | 3.5.1 conduct monitoring visits to VCPCsand CBEWS monitors on DRM and management, use and care of early warning gadgets | 3 rain gauges installed  30 pheromone traps distributed | 3 rain gauges installed  40 pheromone traps distributed | Fully achieved |
|  | 3.6: Conduct Climate adaption and livelihood demonstrations i.e. High-water user efficiency irrigation, Value addition for regeneration (bee keeping, | 3.6.1 Integrated small businesses into VSLAs | 9 | 9 | Fully achieved |

1. *Climate Resilience Initiative in Malawi (CRIM) project Factsheet* (November, 2022). UNDP.[https://www.undp.org/malawi/stories/climate-resilience-initiative-malawi-crim-project-factsheet] [↑](#footnote-ref-1)
2. <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> [↑](#footnote-ref-2)
3. Government of Malawi (2018), National Resilience Strategy 2018-2030, Breaking the Cycle of Food Insecurity in Malawi [↑](#footnote-ref-3)
4. https://tradingeconomics.com/malawi/population [↑](#footnote-ref-4)
5. https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS?locations=MW [↑](#footnote-ref-5)
6. WORLD BANK. 2016. Malawi Poverty Assessment. World Bank, Washington, DC. [↑](#footnote-ref-6)
7. ibid [↑](#footnote-ref-7)
8. USAID. (2021). *Climate Change in Malawi*. Retrieved from [[Malawi Climate Change Country Profile | Climate | U.S. Agency for International Development (usaid.gov)](https://www.usaid.gov/climate/country-profiles/malawi#:~:text=Climate%20change%20increasingly%20exacerbates%20droughts%2C%20flooding%2C%20and%20inconsistent,long%20been%20a%20constant%20occurrence%20across%20Malawi%E2%80%99s%20landscape.)] on 06/12/2023. [↑](#footnote-ref-8)
9. GFDRR Country Profile: Malawi. Retrieved from [https://www.gfdrr.org/en/publication/country-profile-malawi] on 06/12/2023 [↑](#footnote-ref-9)
10. Robinson, A., Lehmann, J., Barriopedro, D., Rahmstorf, S., & Coumou, D. (2021). Increasing heat and rainfall extremes now far outside the historical climate. *npj Climate and Atmospheric Science*, *4*(1), 45. [↑](#footnote-ref-10)
11. UNDP, Human development report: accessed on 9th February 2024, found at <https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index#/indicies/GII> [↑](#footnote-ref-11)
12. Government of Malawi (2018), National Resilience Strategy 2018-2030, Breaking the Cycle of Food Insecurity in Malawi [↑](#footnote-ref-12)
13. National Planning Commission (2020): Malawi 2063, An Inclusively Wealthy and Self-reliant Nation [↑](#footnote-ref-13)
14. Malawi Growth and Development Strategy (MGDS) III 2017-2022 [↑](#footnote-ref-14)
15. Project Document, Malawi, Climate Resilience Initiative in Malawi (CRIM), UNDP (2018) [↑](#footnote-ref-15)
16. *Climate Resilience Initiative in Malawi (CRIM) project Factsheet* (November, 2022). UNDP. [https://www.undp.org/malawi/stories/climate-resilience-initiative-malawi-crim-project-factsheet] [↑](#footnote-ref-16)
17. United Nations Sustainable Development Cooperation Framework (UNSDCF) 2019 – 2023 <https://malawi.un.org/en/42153-united-nations-sustainable-development-cooperation-framework-unsdcf-2019-2023> [↑](#footnote-ref-17)
18. The activities are based on the information provided in the ToC [↑](#footnote-ref-18)
19. UNEG: *Norms and Standards for Evaluation.* New York: United Nations Evaluation Group; 2016. [↑](#footnote-ref-19)
20. National Climate Change Management Policy, Ministry of Natural Resources, Energy and Mining, Environmental Affairs Department, June 2016 [↑](#footnote-ref-20)
21. National Climate Change Management Policy, Ministry of Natural Resources, Energy and Mining, Environmental Affairs Department, June 2016 [↑](#footnote-ref-21)
22. National Disaster Risk Management Policy, Government of Malawi, 2015 [↑](#footnote-ref-22)
23. Republic of Malawi (2021) Updated Nationally Determined Contributions found at, chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://unfccc.int/sites/default/files/NDC/2022-06/Malawi%20Updated%20NDC%20July%202021%20submitted.pdf [↑](#footnote-ref-23)
24. The National Agricultural Policy, Government of Malawi, 2010 [↑](#footnote-ref-24)
25. UNDP, CRIM Project Document (2018) [↑](#footnote-ref-25)
26. Kasungu District Council, Activity Report (26th February 2021) [↑](#footnote-ref-26)
27. Minutes for the Coordination Meeting, 09/11/2022, UNDP-(2022) [↑](#footnote-ref-27)
28. The enhancing Community Resilience Programme 2011-2017, final evaluation, chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.careevaluations.org/wp-content/uploads/The-Enhancing-Community-Resilience-Program.pdf [↑](#footnote-ref-28)
29. Department of Environmental Affairs, CRIM end of project progress report (2019-2022). [↑](#footnote-ref-29)
30. Mbelwa District Council, Environmental and Social Management pland for Kachere Irrigation Scheme In Group Villages Mongo, Traditional Authority Kampingo Sibande, Mzimba District, July 2020 [↑](#footnote-ref-30)
31. Mbelwa District Council, Environmental and Social Management pland for Nthembo Irrigation Scheme In Group Villages Chotha Tembo and Ndamila Tembo, Traditional Authority Mtwalo, Mzimba District, July 2020 [↑](#footnote-ref-31)
32. Mbelwa District Council, Environmental and Social Management pland for 20 Hectares Kapondero Irrigation Scheme In Group Village Siuli, Traditional Authority Mtwalo, Mzimba District, November 2020 [↑](#footnote-ref-32)
33. Ministry of Agriculture, Irrigation and Water Development, Department of Irrigation, Kasungu District Council, Environmental and Social Management Plan for Development of Dongomalinga, Chipalamba Irrigation Schemes and Kanthona Dam (August, 2020) [↑](#footnote-ref-33)
34. UNEG: *Norms and Standards for Evaluation.* New York: United Nations Evaluation Group; 2016. [↑](#footnote-ref-34)