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NATIONAL ADAPTATION PLAN

Title of UNDP-supported GCF-financed project: Support for Strengthening Climate Change Adaptation Planning for the Federal Republic of Somalia

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TERMINAL EVALUATION OF THE UNDP / GCF PROJECT SOM-RS-001

Terminal evaluation (Final version)

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November 2024

i. Initial Page

Title of UNDP-supported GCF-financed project: Support for Strengthening Climate Change Adaptation Planning for the Federal Republic of Somalia

UNDP PIMS ID: 6148

GCF ID: SOM-RS-001

TE timeframe and date of final TE report: September-November 2024

Region and countries included in the project: Somalia

GCF Focal Area/Strategic Program: Readiness Programme

Executing Agency/Implementing partner: UNDP

Project partners: Directorate of Environment and Climate Change (DOECC), Office of the Prime Minister

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iii. Acronyms and abbreviations

Acronym	Full Form
ASALs	Arid and Semi-Arid Lands
CBO	Community-Based Organization
CC	Climate Change
CCA	Climate Change Adaptation
CH4	Methane
CO	Country Office
COP	Conference of the Parties
CSO	Civil Society Organization
CSCCC	Cross-Sectoral Committee on Climate Change
DIM	Direct Implementation Modality
DG	Director General
DoECC	Directorate of Environment and Climate Change
DP	Delivery Partner
EA	Executing Agency
FCDO	Foreign, Commonwealth, and Development Office
FGS	Federal Government of Somalia
FMS	Federal Member States
GCF	Green Climate Fund
GEF	Global Environment Facility
GDP	Gross Domestic Product
GHG	Greenhouse Gases
IA	Implementing Agency
IDPs	Internally Displaced Persons
INDC	Intended Nationally Determined Contribution
IP	Implementing Partner
IPCC	Intergovernmental Panel on Climate Change
IPR	Interim Progress Report
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MECC	Ministry of Environment and Climate Change
MoAI	Ministry of Agriculture and Irrigation
MoECCRD	Ministry of Environment, Climate Change, and Rural Development
MoEWR	Ministry of Energy and Water Resources
MoET	Ministry of Environment and Tourism
MoF	Ministry of Finance
MoFMR	Ministry of Fisheries and Marine Resources
MoHADM	Ministry of Humanitarian Affairs and Disaster Management
MoLFR	Ministry of Livestock, Forestry, and Range
MoPIED	Ministry of Planning, Investment, and Economic Development
MoWHRD	Ministry of Women and Human Rights Development
MRV	Measurement, Reporting, and Verification
NAP	National Adaptation Plan

NAPA	National Adaptation Programme of Action
NADFOR	Somaliland National Disaster Preparedness and Food Reserve Authority
NDA	National Designated Authority
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organization
PEGs	Progress, Effectiveness, and Gaps
PMU	Project Management Unit
POPP	UNDP's Programme and Operations Policies and Procedures
ProDoc	Project Document
SDG	Sustainable Development Goal
SES	Stakeholder Engagement Strategy
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme

Executive Summary

Project summary table

Project Details		Project Milestones	
Project Title	Support for Strengthening Climate Change Adaptation Planning for the Federal Republic of Somalia	GCF Approval Date (Grant Agreement signed):	04/12/2019
UNDP Project ID (PIMS #):	6148	Date of 1st disbursement received from GCF	30/10/2020
GCF Project ID:	SOM-RS-001	ProDoc Signature Date:	15/07/2020
UNDP Quantum Project ID	00120236	Date Project Manager hired:	09/06/2021
Country/Countries:	Federal Republic of Somalia	Inception Workshop Date:	22/09/2020
Region:	Africa	Terminal Evaluation Completion date:	11/2024
Focal Area:	Climate Change	Planned Operational Closure Date:	27/02/2023
GCF Operational Programme or Strategic Priorities/Objectives:	Readiness Adaptation Planning	Actual Operational Closure Date:	26/09/2024
Trust Fund:	Green Climate Fund (GCF)		
Delivery Partner (Executing Entity):	UNDP		
NGOs/CBOs involvement:	NGOs engaged as consulting firms; CBOs involved through consultations		
Private sector involvement:	through consultations		
Financial Information			
Total GCF funding:	USD 2,725,542 (excl of DP fee)		
Total Budget administered by UNDP	USD 2,725,542 (excl of DP fee)		

Brief description of the project

The **overall objective** of the project was to: “Enhance National/State level capacity and coordination for climate change adaptation planning and implementation.”

The Federal Government of Somalia (FGS) has committed to establishing a national climate change adaptation planning framework to serve as a baseline and to guide future climate change adaptation policies and projects. To achieve its adaptation goals, the FGS and its constituent Member States must overcome several obstacles, including a lack of institutional coordination and capacity for adaptation planning and implementation at the federal level, a lack of technical, institutional, and managerial capacity for Climate Change Adaptation (CCA) planning at the states level, and a lack of investment planning and enabling conditions for financing climate change adaptation interventions. The project addresses each of these issues and builds upon the foundation that was created when the country formulated its National Adaptation Programme of Action (NAPA) in 2013. The project also addresses the priorities that were elucidated in the country’s Nationally Determined Contribution (NDC) Report and is consistent with the 9th National Development Plan (NDP9).

The NAP process facilitates the integration of CCA into existing strategies, policies and programs. In general terms, it supports the Somalia government to advance in the Adaptation Planning process at a national level. The **expected results** of the project are:

- (i) National institutional coordination and capacity for adaptation planning enhanced;
- (ii) Strengthened capacity for climate change adaptation planning at the state level;

- (iii) Strengthened financial planning for climate change adaptation.

Despite challenges posed by the COVID-19 pandemic and political instability during the 2020 elections, the NAP project has made significant progress. The establishment of a platform for stakeholder engagement in the NAP process has facilitated collaboration among key actors, including government institutions, civil society, and international partners. This engagement is critical for ensuring the sustainability of adaptation efforts. Additionally, the project has developed user-friendly tools and guidelines to support climate adaptation implementation at all levels of government, further enhancing institutional capacity for climate-informed decision-making.

As of now, the project has completed crucial steps in vulnerability assessments and created linkages with ongoing national and international programs. These efforts have strengthened Somalia's ability to address climate challenges and build a more resilient future. By integrating climate change adaptation into broader development strategies, the project is contributing to long-term stability and sustainable development across the country.

Evaluation ratings

Table 0-1: Evaluation ratings

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	MS
M&E Plan Implementation	S
Overall Quality of M&E	S
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	S
3. Assessment of Outcomes	Rating
Relevance	HS
Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	S
4. Sustainability	Rating
Financial sustainability	ML
Socio-political sustainability	ML
Institutional framework and governance sustainability	ML
Environmental sustainability	ML
Overall Likelihood of Sustainability	

Evaluation Ratings Table

Table 0-2: Evaluation Ratings Table

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or no or minor shortcomings	3 = Moderately Likely (ML): moderate risks to sustainability
4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings	2 = Moderately Unlikely (MU): significant risks to sustainability
3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or	1 = Unlikely (U): severe risks to sustainability

<p>significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>
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Brief summary of key findings

Key Findings

<p>Design</p>	<ul style="list-style-type: none"> • Alignment with National Priorities: The project was closely aligned with Somalia’s national priorities, including the National Adaptation Programme of Action (NAPA)¹, Nationally Determined Contributions (NDCs)², and the National Development Plan (NDP)³. This alignment highlighted its relevance to addressing Somalia’s climate vulnerabilities. • Incorporation of Lessons Learned: Lessons from previous initiatives, such as the Cross-Cutting Capacity Development (CCCD)⁴ and the NAP Global Support Programme (NAP-GSP)⁵, informed the design. These lessons helped in structuring coordination mechanisms and adaptive management strategies to suit Somalia’s unique governance and environmental contexts. • Focus on Inclusivity: The project’s design emphasized stakeholder inclusivity, involving federal and state institutions, civil society, universities, and vulnerable groups. Special provisions for engaging women and youth were integrated into the framework. • Results Framework Challenges: The results framework faced limitations due to some indicators not being fully SMART (Specific, Measurable, Achievable, Relevant, Time-bound). This issue hindered precise monitoring and assessment of progress. • Risk Underestimation: Political instability, institutional capacity gaps, and data availability risks were acknowledged but underestimated, leading to challenges during implementation.
<p>Implementation and results</p>	<ul style="list-style-type: none"> • Budget Execution and Financial Efficiency: The project adhered closely to its budget, with a total allocation of \$2,725,542 across three outcomes. By October 2024, 83% of the budget was executed, reflecting overall efficiency despite delays caused by COVID-19 and political transitions. • Key Deliverables Achieved: Deliverables such as the National Adaptation Plan (NAP), vulnerability assessments, and gender-sensitive planning tools were successfully completed. • Adaptability to External Challenges: Despite significant challenges, including delays in centralized procurement processes, the project

¹ <https://www.preventionweb.net/publication/national-adaptation-programme-action-climate-change#:~:text=The%20National%20Adaptation%20Programme%20of,led%20to%20enormous%20development%20challenge.>

² <https://unfccc.int/sites/default/files/NDC/2022-06/Final%20Updated%20NDC%20for%20Somalia%202021.pdf>

³ <https://mop.gov.so/national-development-plan/>

⁴ <https://moecc.gov.so/projects/cross-cutting-capacity-development-project-cccd-project/>

⁵ <https://globalsupportprogramme.org/nap-gsp/country-support>

	<p>adapted by shifting activities online during the COVID-19 pandemic, ensuring continuity.</p> <ul style="list-style-type: none"> • Challenges in Financial Planning (Outcome 3): Outcome 3, focusing on financial planning, experienced lower execution rates (62.9%) compared to other outcomes due to persistent barriers in mobilizing resources. • Stakeholder Engagement and Coordination: Federal and state institutions actively participated, although engagement inconsistencies with grassroots stakeholders were noted. • Monitoring and Evaluation (M&E): The M&E framework facilitated regular tracking and adjustment, though it faced challenges due to the absence of fully measurable indicators.
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Summary of recommendations

Rec #	TE Recommendation	Entity Responsible	Time frame
A	Category 1: Recommendations as actions to follow up or reinforce initial benefits from the project		
A.1	Ensuring Institutional Frameworks and Knowledge Management Systems Remain Active	MoECC, State-level Ministries of Environment, Federal-State Steering Committees, Technical Partners	Short/ Medium Term
A.3	Expanding Gender, Social Inclusion and Human Rights Measures	MoECC, MoWHRD, CSOs, women's and youth groups, disability advocacy organizations, and local governments.	Medium Term
A.5	Institutionalizing Monitoring and Evaluation (M&E)	MoECC, UNDP, MoPIED	Medium Term
A.6	Securing Long- Term Financial Mechanisms	MoECC, Ministry of Finance, GCF, Private Sector	Long Term
B	Category 2: Proposals for future directions underlining main objectives		
B.1	Developing Comprehensive and Inclusive Adaptation Policies	MoECC, MoPIED, Federal-State Committees	Medium Term
B.2	Scaling up Community-Based and Locally-Driven Adaptation Initiatives	State Ministries, Local NGOs, community-based organizations (CBOs) and Community Leaders, and national/ international technical partners.	Short/ Medium Term
B.3	Promoting Innovation and Technology in Adaptation	MoECC, Universities, International Development Partners, private sector technology providers.	Medium Term
B.4	Strengthen Regional and International Collaboration	MoECC, Regional Climate Bodies (e.g., IGAD), UNDP	Medium/ Long Term

1. Introduction

Purpose and objective of the terminal evaluation

1. According to the Terms of Reference (ToR), the overall purpose of this terminal evaluation is to assess the project's achievements against the expected outcomes, as outlined in the project results framework, while drawing key lessons to enhance the sustainability of benefits and contribute to accelerated development in Somalia. The evaluation will serve as a forward-looking assessment, examining priority interventions that should be implemented post-project and providing general recommendations for future programming. It will also offer an impartial review of the project's results in advancing medium- and long-term planning in climate-sensitive sectors, aligned with the UNDP Somalia Country Programme Outcome #4.2: Reducing the impact of climate change, natural disasters, and environmental degradation. Finally, the evaluation will assess the project's contribution to gender equality, women's empowerment, and disability inclusion. Recommendations for gender-transformative impact in future climate change adaptation interventions will also be provided.

Scope

2. The evaluation assesses the project's performance across five key criteria: relevance, effectiveness, efficiency, sustainability, and gender integration. It evaluates the impact of the interventions on beneficiaries, providing insights into how they have benefited from the project. The evaluation will focus on the implementation of the three primary project outcomes and provide a detailed analysis of the achievements across these areas.
3. The evaluation covers the whole project period, all the project components and locations.
4. Commissioned by the UNDP Office in Somalia, this independent evaluation is a critical tool for ensuring accountability and transparency. It will also assess the collaboration between the project, government partners, the Green Climate Fund (GCF), and other key stakeholders. The findings will be used by UNDP, GCF, government partners, and other project stakeholders to inform future interventions and strengthen climate adaptation efforts in Somalia.
5. The overall scope of the evaluation exercise is to:
 - Assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability, and impact.
 - Assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts.
 - Assess the key financial aspects of the project, including the extent of co-financing planned and realized.
 - Assess project performance against expectations set out in the project's Logical Framework/Results Framework.

Methodology

Evaluation Approach

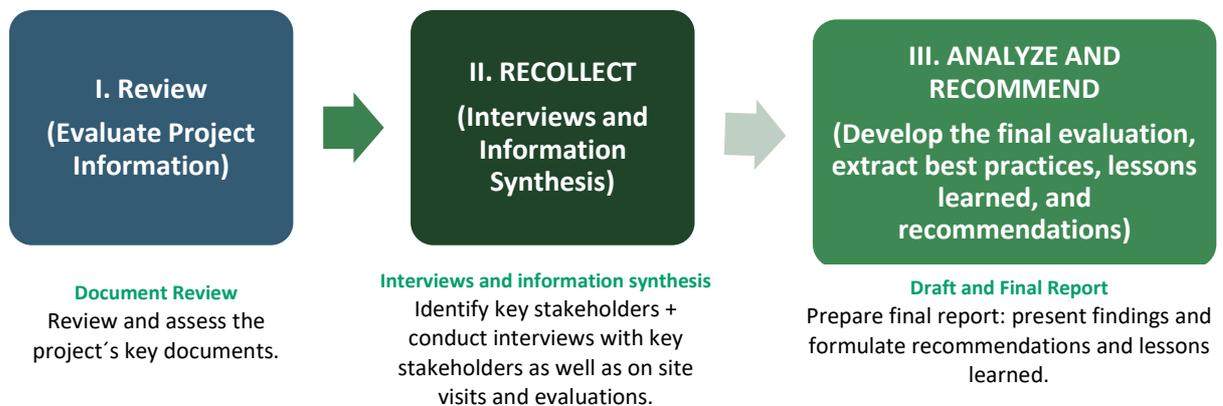
6. Overall, the project terminal evaluation exercise was conducted in accordance with the UNDP Evaluation Guidelines⁶, along with guidance⁷ provided by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) and the GCF Evaluation Operational Procedures and Guidelines for Accredited Entity-led Evaluations.⁸ The evaluation will use the standard criteria of Relevance, Coherence, Effectiveness, Efficiency, Sustainability and Impact to assess the overall project progress and performance. Keeping in view the scope of the project evaluation, a mixed method approach will be adopted using range of qualitative and quantitative data collection and analysis methods, techniques and tools.

⁶ <http://web.undp.org/evaluation/guidance.shtml#handbook>

⁷ <https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html>

⁸ <https://www.greenclimate.fund/document/evaluation-operational-procedures-and-guidelines-accredited-entity-led-evaluations>

7. In summary the overall evaluation process consists of three standard evaluation steps i.e. 1) Review 2) Recollect, 3) Analyze and Recommend,



8. The evaluation followed a participatory and consultative approach that ensured close engagement with all stakeholders including, UNDP, governmental institutions, civil society organizations, academia and beneficiary communities, as applicable. In addition, the recollection mechanisms will include gender-responsive methodologies and tools and therefore ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.
9. A number of evaluation questions are provided in the ToR, to assess the overall relevance, efficiency, effectiveness, sustainability, impact, catalytic role, future-looking concept and recommendations and cross cutting issues. These questions were further refined and adjusted and were used during the key informant interviews and focus group discussions during the data collection process. A detailed evaluation matrix has been prepared, outlining the evaluation criteria, main evaluations questions, data sources/methods, indicators and methodology etc.

Data collection and analysis

10. The methodology involved a series of stages with information review and data collection through both primary and secondary methods:
- (i) Preparation – Inception Phase: initial desk review, production of the Inception Report with its evaluation criteria matrix and introductory meetings with project staff.
 - (ii) Data Collection: Data Collection, and stakeholders' interviews.
 - (iii) Draft Evaluation Report: Data Analysis-Triangulation and Report-writing.
 - (iv) Final Evaluation Report: Final review and 'audit trail' on the received comments.
11. **Preparation.** All relevant sources of information were reviewed, including the project document, GCF and UNDP semi-annual project reports (e.g., GCF Interim Progress Reports (IPRs)), project budget revisions, progress reports, GCF NDA tracking tools, project files, national strategic and legal documents, and any other materials useful for this evidence-based assessment. See Annex 3 "Documents Consulted".
12. Inception meetings, via teleconference, were carried out with the participation of the major stakeholders, including UNDP Country Office, project team, and Steering Committee members. During the inception phase, the evaluation consultant conducted introductory interviews with project staff and exchanged messages (e-mail and instant messaging application, especially WhatsApp) with key project partners.
13. The Inception Report indicated how each evaluation question would be addressed according to the evaluation criteria matrix (see Annex 4 "Evaluation Criteria Matrix"), described the evaluation methods, the sources of data and the data collection procedures. It also included the schedule of tasks, activities and deliverables.

14. **Data Collection.** The data and information collection consisted in further review of project documents (Pro Doc, annual and semi-annual reports to UNDP and GCF), and stakeholders' interviews. The list of individuals interviewed is included in Annex 2.
15. Mixed method approach was adopted using both qualitative and quantitative data collection methods and tools. Most of the data was collected in qualitative form through key informant interviews, focus group discussions and field observations. Therefore, an Evaluation Questionnaire has been developed to guide all interviews and data collection. In addition, a secondary, simplified questionnaire has been developed specifically for local stakeholders and beneficiaries to ensure the collection of relevant data from those who may not be able to participate in extensive interviews. This questionnaire focused on capturing insights related to their participation in the project, benefits received, and perceptions of the project's impact. The questionnaire is designed to complement the in-depth interviews and ensure that the voices of local stakeholders are adequately represented in the evaluation. While quantitative data related to project progress and outcome and output targets etc. were extracted from project related documents, reports, publications and secondary sources etc.
16. Key informant interviews and focus group discussions served as the primary tools for collecting data related to the evaluation questions. A consultation plan has been developed in collaboration with UNDP and the project team, identifying key stakeholders for interviews. These stakeholders have been selected based on their involvement in project implementation, the benefits they received, and their availability. The main stakeholders for this evaluation include officials from UNDP, including senior management and regional teams, the Ministry of Environment and Climate Change (MOECC) at both federal and state levels, the Ministry of Family Affairs, the Ministry of Planning, Investment, and Economic Development, as well as representatives from KAALO AID, Amoud University, and other relevant project beneficiaries. These key stakeholders are involved in the implementation and oversight of the National Adaptation Plan (NAP) and related climate adaptation efforts across Somalia.
17. Field visits and in-person meetings are planned across various locations, including Hargeisa, Garowe, Mogadishu, Dhuusamareeb, Baidoa, and Kismayo. Specific meetings will involve key government officials, particularly from the Ministry of Environment and Climate Change (MOECC) at both federal and state levels, and relevant project beneficiaries. For example:
 - In Hargeisa, meetings with the Ministry of Environment and Climate Change (MOECC) and other relevant beneficiaries will take place.
 - In Garowe, with the MOECC, Regional Coordinator, and RCC team members, along with meetings with beneficiaries.
 - In Mogadishu, meetings with the Ministry of Environment and Climate Change, Ministry of Family Affairs, Ministry of Planning, and additional discussions with the UNDP team and other relevant NAP project consultants.
 - In Dhuusamareeb, meetings with MOECC officials and other beneficiaries.
 - Meetings in Baidoa and Kismayo to engage with the MOECC and project beneficiaries.
18. **Data Analysis and Reporting.** Given the mixed-method approach for data collection, both qualitative and quantitative analyses were applied to the acquired data. Since the majority of primary data was gathered in qualitative form, it was processed using qualitative data analysis techniques such as **triangulation, validation, interpretation, and abstraction**. Data collected from document reviews, key informant interviews, and group discussions was validated and triangulated by comparing information from different sources to identify similarities, contradictions, and emerging patterns. Efforts were made to logically interpret stakeholders' opinions and statements, considering the perspectives of various respondents. Where applicable, data was analyzed through the lens of **gender** and **human rights**, ensuring that disaggregation by these factors is incorporated as part of the analysis process. Data was collected and analyzed to measure participation and impacts separately for men and women, ensuring gender-specific experiences were captured into the report findings. Separate FGDs

were conducted for men and women to create safe spaces for both groups to share their perspectives openly. A balanced representation of male and female stakeholders was ensured to provide a diverse understanding of project implementation effectiveness. The survey design explicitly included gender indicators to assess equitable participation and outcomes for men, women, including Persons with disabilities (PWDs) and marginalized sections of the community. The evaluation identified that gender considerations were integrated into evaluation, project design and execution, ensuring women's needs, voices, and priorities were addressed alongside aligning with the LNOB principle by actively engaging vulnerable and marginalized groups, including people with disabilities (PWDs). The Evaluations team ensured that they approached vulnerable participants with empathy and respect, fostering trust and comfort during assignment allowing for deeper insights into their unique challenges and ensuring their voices were heard.

19. **Draft Evaluation Report.** The draft evaluation report consisted in data analysis and triangulation of information collected during the desk review process and the stakeholder's interviews.
20. **Final Evaluation Report.** Final report incorporates comments received to the draft evaluation report review and 'audit trail' on the received comments. Annex 6 includes the audit trail of the comments received to the draft evaluation report.

Ethics

21. This terminal evaluation has been carried out using independent, impartial and rigorous procedures, with the utmost professional and personal care and attention to detail, and following the guidelines for terminal evaluation of GEF projects, in accordance with the principles described in GEF's "Ethical Guidelines for Evaluation". These have been maintained to ensure the rights and confidentiality of the interviewees, to whom it has been explained, at all times, that their input and comments will be handled confidentially, and therefore, the terminal evaluation report will not relate any comments or statements to any specific person, organization or entity.

Limitations of the Evaluation

22. The evaluation process took longer than anticipated due to the number of individuals to be interviewed and their limited availability. Scheduling conflicts and the high number of stakeholders required multiple rescheduling attempts, exceeding the timelines originally set in the Terms of Reference. Therefore, the team in charge of the TE coordinated with the UNDP team to make adjustments to the delivery schedule of the final products.
23. The security situation in certain Federal Member States restricted the ability of evaluators to visit project sites. This limitations reduced opportunities for on-the-ground observations and direct interactions with local beneficiaries, particularly in regions with heightened security risks. The TE team mitigated this limitation through additional review of secondary data and reports available.

Terminal evaluation report structure

24. The report is structured in four sections: 1) Introduction; 2) Project Description; 3) Findings; and 4) Conclusions, Recommendations and Lessons Learned. Section 2 presents background information on the project, including the problems it seeks to address, and its immediate and development objectives. Section 3 is composed of three subsections: 3.1 Project Design, 3.2 Project Implementation and 3.3 Project Outcomes. The last section of the report presents proposals for corrective actions, best practices, actions to reinforce the initial benefits of the project and proposals for future directions. The report also has a set of annexes that present complementary information.

2. Project Description

Project start and duration (including key milestones)

25. The "Support for Strengthening Climate Change Adaptation Planning for the Federal Republic of Somalia" project, funded by the Green Climate Fund (GCF) through the Readiness Window, officially commenced on August 17, 2020, following the effective date of the amended Framework Agreement (FWA). The project was approved by the GCF on December 4, 2019, after a series of submissions and resubmissions by the National Designated Authority (NDA), beginning with the initial submission on July 11, 2018, and culminating in the final resubmission on October 25, 2019.
26. The project was initially scheduled for completion by February 27, 2023, but due to delays caused by external factors such as the COVID-19 pandemic and political instability, the timeline was extended to September 2024 to ensure all activities and outcomes are fully realized. A no-cost 10-month extension was approved on August 1, 2023, extending the project from November 15, 2023, to September 14, 2024. The Inception Workshop, held on September 22, 2020, marked the formal launch of activities. Recruitment of the project team began in parallel with the workshop, and the baseline survey was initiated shortly after, providing the foundation for measuring progress against the project's objectives.

Development context

27. Somalia is one of the most vulnerable countries to climate change, with over 80% of its landmass classified as arid or semi-arid, making it highly susceptible to extreme weather conditions such as droughts and floods. These climate impacts, combined with environmental degradation, deforestation, and a population growth rate of 2.4% per year, threaten the livelihoods of the largely pastoral population, which comprises around 60% of Somalis. Recurrent droughts, followed by floods, have exacerbated food insecurity, displacement, and resource conflicts, further weakening the country's resilience.
28. Decades of political instability and conflict have compounded Somalia's vulnerability, eroding governance structures and limiting its capacity to respond effectively to climate-related challenges. The collapse of the central government in 1991 led to a protracted period of fragility, hindering coordinated climate action. Weak institutional capacity and limited financial resources have made it difficult for the country to implement comprehensive climate adaptation measures, leaving it prone to recurring humanitarian crises.
29. The impacts of climate change are further compounded by Somalia's fragile ecosystems, which are already under stress from unsustainable practices such as overgrazing, deforestation, and land degradation. Charcoal production—a major source of income in many rural areas—has led to widespread deforestation, accelerating soil erosion and reducing soil fertility. These environmental pressures are weakening the land's natural resilience to climate-related shocks, limiting its ability to recover from extreme weather events and exacerbating the impact of climate change on food and water security.
30. Coastal areas in Somalia are also increasingly affected by climate change. Rising sea levels and more frequent storm surges are causing coastal erosion, which threatens both settlements and infrastructure. Additionally, saltwater intrusion has begun to affect freshwater sources and agricultural land along the coast, posing a direct threat to the livelihoods of communities that depend on fishing and small-scale agriculture. The degradation of coastal ecosystems such as mangroves further diminishes the natural protection against storm surges, increasing the vulnerability of coastal populations.
31. Climate change is intensifying Somalia's internal displacement crisis. Thousands of people are forced to migrate within the country every year due to loss of livelihoods, land degradation, and natural disasters. These displacements place immense pressure on urban areas, particularly in the capital, Mogadishu, where informal settlements have rapidly expanded. These settlements often lack access to basic services and infrastructure, increasing the risk of poverty and

insecurity among displaced populations and making it difficult to build sustainable, climate-resilient communities.

32. In recent years, Somalia has demonstrated a commitment to addressing these challenges through the adoption of key frameworks such as the National Adaptation Programme of Action (NAPA) and the National Climate Change Policy. These efforts represent important steps toward strengthening national resilience to climate change, even as the country continues to grapple with issues of governance, security, and development. The integration of climate adaptation into Somalia's broader peacebuilding and governance efforts is essential for achieving long-term stability and sustainable development.

Problems that the project sought to address

33. The project aimed to address several fundamental challenges that weaken Somalia's resilience to climate change and hinder sustainable development. Due to Somalia's unique socio-political and environmental context, three primary issues were identified as essential areas for intervention: (1) weak institutional frameworks and limited technical capacity to plan, coordinate, and implement climate adaptation initiatives, (2) insufficient data infrastructure and early warning systems necessary to predict and respond to climate events, and (3) low levels of community awareness and engagement in climate adaptation practices, particularly among vulnerable pastoralist and agro-pastoralist communities. These challenges directly impact Somalia's ability to develop effective climate resilience strategies, leaving the country highly vulnerable.
34. For each key issue, specific barriers were outlined:
- **Weak institutional frameworks and limited technical capacity:**
 - Lack of coordination mechanisms among stakeholders,
 - Limited technical expertise in climate adaptation across government agencies,
 - Insufficient resources and capacity to implement climate policies effectively.
 - **Insufficient data and early warning systems:**
 - Poor availability of localized climate data,
 - Absence of an integrated early warning system,
 - Limited access to data for vulnerable communities to anticipate and respond to climate events.
 - **Low community engagement in climate adaptation efforts:**
 - Limited awareness of climate risks and adaptation benefits at the community level,
 - Cultural and socio-economic resistance to changing traditional practices,
 - Lack of access to climate-resilient resources and technologies in rural areas.
35. These key issues and barriers present complex challenges that hinder Somalia's resilience to climate shocks. Weak institutions and a lack of coordinated climate response limit the country's ability to mobilize resources and enact adaptation measures. Meanwhile, the absence of reliable data and early warning systems leaves communities unprepared for severe weather events. Lastly, engaging communities in adaptation is essential but constrained by socio-economic and cultural barriers, which complicates the adoption of sustainable practices and technologies.
36. By addressing these interconnected barriers, the project sought to create an enabling environment for sustainable climate adaptation, fostering stronger institutions, reliable climate data, and active community participation. This integrated approach aimed to build a foundation for Somalia's long-term climate resilience and reduce the vulnerability of its most affected populations.

Immediate and development objectives of the project.

37. The Somalia National Adaptation Plan (NAP) project aligns closely with the Green Climate Fund (GCF) priorities by aiming to enhance Somalia's resilience to climate change through improved institutional capacity, strengthened data systems, and increased community participation in climate adaptation efforts. This alignment supports Somalia's broader objectives of integrating

climate adaptation into national planning frameworks and promoting sustainable, climate-resilient development across all regions.

38. The NAP project's activities, outputs, and expected results contribute to GCF's core adaptation goals and Somalia's national priorities, as set out in the National Climate Change Policy and the National Adaptation Programme of Action (NAPA). Additionally, the project directly supports Somalia's objectives under the National Development Plan by enhancing the country's adaptive capacity in response to climate risks, thereby fostering resilience within local communities and addressing challenges related to climate-induced vulnerabilities.
39. The core objectives of the project focus on: (1) strengthening institutional frameworks at both national and local levels to coordinate and implement climate adaptation strategies effectively, (2) enhancing climate data collection and early warning systems to enable timely, data-informed responses, and (3) increasing community engagement in climate adaptation initiatives, particularly among rural and vulnerable groups. These objectives align specifically with Sustainable Development Goal (SDG) 13, focusing on targets 13.1 (building resilience and adaptive capacity to climate-related risks) and 13.2 (integrating climate measures into national policies and strategies).
40. In support of the GCF's Integrated Results Management Framework, the NAP project aims to promote an enabling environment for climate adaptation by building Somalia's institutional capacity and improving resilience at the community level. These outcomes are expected to generate long-term benefits, including reduced climate vulnerability, strengthened climate policies, and increased resilience across key sectors essential to Somalia's social stability and economic growth.
41. Finally, the project supports Somalia's commitments under the Paris Agreement and the United Nations Framework Convention on Climate Change (UNFCCC), contributing to national and international goals for sustainable climate adaptation. Through these efforts, the NAP project seeks to establish a robust foundation for Somalia's climate resilience, addressing vulnerabilities specific to its diverse regions and promoting sustainable development pathways that benefit its communities.

Description of the project's Theory of Change and expected results

42. The project's theory of change responded to the identified barriers and gaps and were delineated with the project's main objectives. The project's inputs, outputs, outcomes and impacts are aligned with the Stocktaking Report, so there are no substantive changes suggested to the Theory of Change and project components (see Annex 5):
 - **Outcome 1:** National institutional coordination and capacity for adaptation planning enhanced
 - 1.1 Legal and institutional framework established
 - 1.2 CCA (Climate Change Adaptation) capacities and interagency coordination at key agencies strengthened
 - 1.3 Tools, methodologies, and information platform to support NAP process developed
 - **Outcome 2:** State-level technical capacity for climate change adaptation strengthened
 - 2.1 State CCA frameworks developed and harmonized with the national framework
 - 2.2 Preliminary climate change adaptation plans formulated at the state level
 - 2.3 CCA mainstreamed into institutional and governance support at the state level
 - **Outcome 3:** Financial planning for climate change adaptation strengthened

- 3.1 NAP Implementation financing plan formulated
- 3.2 Enabling conditions for NAP financing advanced

Total resources

43. The total amount of resources approved by the GCF was US\$ 2,725,542, DP Fee was USD 231,671.07, with a total Project Budget of USD 2,957,213.

Key partners involved in the project

44. UNDP serves as the Green Climate Fund (GCF) Delivery Partner and is responsible for the direct implementation of the project through the Direct Implementation Modality (DIM). UNDP provides management, technical oversight, and capacity-building support across project activities.
45. The Directorate of Environment and Climate Change (DOECC) within the Ministry of Environment and Climate Change is the primary national counterpart, overseeing coordination with federal and state actors, and implementing climate adaptation policies within Somalia. This directorate also chairs the federal steering committee for the project. The Ministry serve as National Designated Authority to the Green Climate Fund.
46. Ministry of Planning, Investment, and Economic Development (MoPIED) supports the project in aligning climate adaptation efforts with national development plans and mobilizing additional resources through donor partnerships.
47. Ministry of Finance (MoF) and Ministry of Women and Human Rights Development (MoWHRD) provide targeted support for climate finance strategy development and for ensuring gender-sensitive adaptation measures, respectively.
48. National Universities and Local NGOs act as partners in capacity building and training. They help develop and deliver educational materials and research to support the NAP process. These entities will also play a role in sustaining knowledge-sharing efforts beyond the life of the project.

Main Stakeholders

49. The main stakeholders involved in the Somalia National Adaptation Plan (NAP) project include the Directorate of Environment and Climate Change (DOECC) in the Office of the Prime Minister, which leads national coordination for climate adaptation efforts. Key ministries participating in the project are the MoPIED, the MoF, and the MoWHRD, each contributing to the integration of climate adaptation within their respective mandates. At the federal level, the project also engages representatives from priority sectors such as agriculture, water, health, and disaster risk reduction.
50. At the state level, the project collaborates with state governments and their respective entities to harmonize climate adaptation frameworks and policies. Local communities, particularly vulnerable groups such as women, youth, internally displaced persons (IDPs), and pastoralist communities, are also significant stakeholders. These groups are consulted through workshops and engagement initiatives to ensure that the project addresses their specific needs.
51. Additional stakeholders include universities (e.g., Amoud University) and NGOs (e.g., Somali First and the Somalia Agricultural Technical Group (SATG)), which provide technical and research support, and the Somalia NGO Consortium, which represents various civil society organizations across the country. Pillar Working Group 8 on Resilience also participates, bringing in national and international experts to advise on adaptation, environmental resilience, and disaster management.

3. Findings

3.1 Project Design and Formulation

Analysis of Logical Framework Approach /Results Framework (Project logic /strategy; Indicators).

52. The terminal evaluation reveals that the Results Framework of the Somalia NAP project is generally well-structured and aligns with GCF guidelines, establishing a sound foundation for tracking progress toward climate resilience.
53. The results Framework does not include an overall objective, nevertheless the projects Theory of Change (TOC) states as an overall goal: “National/State level capacity and coordination for climate change adaptation planning and implementation strengthened in Somalia”. This goal aligns with GCF guidelines and the expected outcomes of the project.
54. The Results Framework supports Somalia’s adaptation commitments, particularly aligning with Sustainable Development Goal (SDG) 13 on Climate Action. However, several design limitations emerged concerning indicator specificity and target measurability when assessed against the SMART criteria (Specific, Measurable, Achievable, Relevant, and Time-bound).
 - (i) **Specific:** The framework’s outcomes and indicators generally address critical adaptation needs, including institutional strengthening, improved data systems, and community engagement. While relevant, some indicators could benefit from greater specificity. For example, indicators for Outcome 1 (enhancement of national institutional coordination and capacity) lack detailed definitions for roles and responsibilities within institutional committees, which would improve clarity in terms of expected contributions to adaptation efforts.
 - (ii) **Measurable:** The framework includes several measurable indicators, yet some lack clear quantitative targets. For instance:
 - In Outcome 2 (strengthening of state-level technical capacity), the absence of baseline values and precise numerical targets for state-level adaptations reduces the ability to monitor and compare progress across states effectively.
 - For Outcome 3 (strengthening financial planning for climate adaptation), including specific metrics on funds mobilized or categories within budget-tagging would enhance the framework’s measurability and allow for accurate financial tracking.
 - (iii) **Achievable:** The indicators and targets are generally realistic and aligned with Somalia’s institutional and resource capacities, suggesting they are achievable within the project scope. However, without clear, time-bound sub-targets, especially for the state-level objectives in Outcome 2, some indicators may lack clear interim milestones, which could hinder the systematic achievement of project objectives.
 - (iv) **Relevant:** The outcomes and indicators are closely aligned with Somalia’s adaptation priorities as outlined in the National Development Plan and National Climate Change Policy. Each outcome addresses specific adaptation needs, reinforcing the project’s relevance in strengthening Somalia’s resilience to climate impacts. The framework’s relevance to both national and international adaptation agendas, including the GCF’s strategic goals, is evident and well-articulated.
 - (v) **Time-bound:** While some outcomes have broad timelines, several indicators lack specific time-bound targets, which are essential for tracking progress within defined periods. For example:
 - In Outcome 1, time-bound milestones for committee establishment and institutional coordination could improve accountability.
 - In Outcome 2, setting clear timelines for the completion of state-level adaptation frameworks would strengthen coherence between national and subnational efforts.
 - The lack of defined end-of-project targets for some financial indicators in Outcome 3 also impacts the ability to track long-term financial outcomes.

55. In addition, the Results Framework does not include indicators disaggregated by sex. Also several outputs are gender specific products (e.g. 1.3.5. *Develop gender tools for climate change adaptation planning and implementation*)

Assumptions and Risks

56. **Assumptions.** The ProDoc did not explicitly outline assumptions; however, several implicit assumptions underpin the project's design. The design anticipated effective inter-institutional coordination, with the expectation that federal and state agencies would collaborate seamlessly and that data-sharing would occur efficiently to facilitate studies and climate adaptation planning. This assumption proved challenging, as observed in stakeholder interviews; while substantial coordination efforts were made, the limited institutional capacity and occasional data-sharing barriers affected the timeliness and coherence of some project activities.
57. Additionally, the project implicitly assumed sustained political support and stable institutional engagement at the national and state levels. Federal backing remained strong, yet the variations in administrative capacity and political will across regions occasionally disrupted progress in state-level adaptation efforts. Lastly, community engagement, particularly gender inclusion, was an underlying assumption. Although designed to involve women and vulnerable groups actively, regional cultural differences impacted participation levels, revealing that the assumption of uniform community engagement did not fully materialize.
58. **Risks.** The ProDoc's risk framework detailed several categories of risks, accompanied by mitigation measures. The design recognized institutional, political, and logistical risks, each of which emerged during implementation.
- **Institutional Capacity Risks:** The project anticipated capacity constraints within key agencies, notably within the Directorate of Environment and Climate Change (DOECC), which could delay or reduce project effectiveness. To mitigate this, extensive capacity-building activities were embedded. Despite these efforts, capacity limitations remained a significant factor, requiring consistent support and adaptation in project timelines, indicating that the design slightly overestimated the readiness of institutions to scale up capacity in a short timeframe.
 - **Political and Security Risks:** The ProDoc addressed the risks associated with Somalia's fragile security situation and potential disruptions to field access and coordination. This risk materialized, as certain areas faced security challenges that delayed field-based activities. Mitigation strategies, such as relying on local organizations with strong regional knowledge, were partially effective. Nevertheless, security issues proved more frequent and intense than the design anticipated, demonstrating the limitations in fully mitigating this risk.
 - **Coordination and Integration Risks:** The project foresaw challenges in aligning NAP activities with other climate initiatives and achieving inter-agency coordination. The design included mechanisms to integrate these efforts into existing institutional frameworks. However, early difficulties in inter-agency workflows, as highlighted in interviews, demonstrated that coordination required more substantial initial investments than anticipated. This risk evolved throughout implementation, as agencies had to build trust and establish clearer communication channels, emphasizing that assumptions of seamless integration were overly optimistic.
 - **Gender and Community Participation Risks:** Risks related to insufficient participation by women and vulnerable groups were explicitly acknowledged in the ProDoc, with plans to promote inclusive decision-making. However, in practice, cultural and logistical barriers limited engagement levels, particularly in conservative regions, underscoring those assumptions around community involvement required more tailored engagement strategies. This risk was partly mitigated through real-time monitoring of stakeholder engagement, though some activities fell short of fully inclusive participation.

- **Unforeseen Global Risks – COVID-19:** The COVID-19 pandemic, not included in the initial risk framework, emerged as a substantial, unanticipated risk during implementation. Interviews indicated that COVID-19 restrictions delayed capacity-building initiatives and disrupted planned in-person activities, forcing a shift to virtual formats. This pandemic underscored a significant gap in the project’s contingency planning, revealing the need for more adaptive frameworks to manage global health emergencies and similar disruptions.
59. The types of risks identified in the ProDoc were appropriate for Somalia’s context, recognizing the constraints of a fragile political environment, limited institutional capacities, and the challenges of inter-agency coordination. However, the COVID-19 pandemic highlighted a limitation in the project’s flexibility to adapt to unforeseen global risks, which affected both the timeline and the project’s ability to maintain consistent engagement, especially in rural and remote areas. This experience suggests that similar future projects may benefit from a broader risk assessment framework that includes flexible, adaptive strategies for unexpected global events, alongside traditional risks related to local governance and security.

Lessons from other relevant projects incorporated into project design.

60. **Incorporation of Previous Project Insights into Design:** The Somalia NAP project design drew on lessons from prior climate adaptation initiatives, specifically from Somalia’s National Adaptation Programme of Action (NAPA) and Nationally Determined Contributions (NDCs). These previous efforts highlighted priority areas for climate adaptation and identified critical gaps in institutional capacity and resource mobilization. For example, NAPA underscored the challenges in securing sustainable climate adaptation financing and effective community engagement—both of which the NAP project directly addressed through targeted financial planning activities and a participatory approach to stakeholder involvement.
61. **Cross-Cutting Capacity Development Project (CCCD):** Another important influence on the NAP project design was the Cross-Cutting Capacity Development (CCCD) project, a UNDP-supported initiative aimed at strengthening multi-sectoral coordination to implement environmental conventions across national and subnational levels. Building on CCCD’s established coordination mechanisms, the NAP project integrated these platforms to support multi-agency collaboration, which was critical in Somalia’s decentralized governance setting.
62. **Global and Regional Lessons from the NAP Global Support Programme (NAP-GSP):** Additionally, the project incorporated lessons from the NAP Global Support Programme (NAP-GSP) and other regional adaptation initiatives targeting Least Developed Countries (LDCs). These projects emphasized strategies to manage fragmented governance and foster adaptive management in complex political landscapes. By adopting similar flexible management practices, the Somalia NAP project aimed to remain responsive to shifting conditions within Somalia’s unique political and environmental context.

Planned stakeholder participation

63. The project design incorporated an inclusive approach to stakeholder participation, aiming to engage a diverse range of actors at various levels. The evaluation reveals that the planned stakeholder participation was structured to ensure engagement across government, civil society, academia, and vulnerable communities, reflecting a strong commitment to building broad-based support for climate adaptation. Key elements of this approach are as follows:
- **Awareness and Capacity-Building Programs:** The project design planned significant outreach efforts targeting federal and state officials as well as NGOs. By contracting a national NGO to develop informational materials, the project anticipated strengthening understanding of climate adaptation among key stakeholders. This activity also included partnerships with Somali universities to promote knowledge-sharing and build a foundation for sustained engagement in climate adaptation beyond the project’s lifespan.

- **Community-Based and Gender-Inclusive Engagement:** The design of the project included a framework to ensure that women, youth, and other vulnerable groups participated meaningfully in adaptation planning. The Ministry of Women and Human Rights Development was positioned as a key partner to facilitate this inclusion, with specific activities intended to ensure the participation of marginalized groups. This focus on inclusivity reflects an awareness in the design of Somalia's socio-cultural dynamics and the need for broad-based representation.
 - **University and Research Partnerships:** The project aimed to engage Somali universities as central partners in data collection, capacity building, and adaptation research, reflecting a lesson from past projects on the importance of integrating local academic institutions. This planned participation was intended to create a knowledge base within Somalia that could sustain climate adaptation expertise and support future initiatives after the project's conclusion.
 - **Involvement of Local Governance Structures and Traditional Leaders:** Recognizing the importance of local governance and traditional (xeer) systems, the project design included activities to involve these leaders directly in adaptation planning. Traditional leaders were expected to help identify local needs and contribute to adaptation strategies that align with community values, demonstrating an understanding in the design phase of the critical role local governance structures play in Somalia's social landscape.
 - **Engagement of the Private Sector for Sustainability:** The project design identified the private sector as a stakeholder in climate resilience efforts, planning for private sector actors to participate in adaptation planning and explore sustainable investment options. This planned inclusion reflects a proactive approach to securing long-term support and exploring funding opportunities from diverse sources.
64. Therefore, the project's design prioritized a comprehensive, inclusive framework for stakeholder participation. However, the effectiveness of this design would depend heavily on the capacity and willingness of each stakeholder group to engage fully, a factor that was implicitly assumed in the design but proved challenging in practice due to the varying resources and engagement levels across regions and sectors.

[Linkages between the project and other interventions within the sector](#)

65. The Somalia NAP project was designed to build on and coordinate with ongoing and prior initiatives aimed at strengthening climate resilience and adaptation across the country. It was embedded within UNDP's Country Program for Somalia, which ensured alignment with other national projects, and it coordinated with existing frameworks for development partner engagement, such as the London Framework. This approach aimed to prevent overlap and optimize resource utilization, supporting cohesive efforts in climate adaptation across Somalia.
66. The project also acknowledged relevant sectoral projects, including the UNEP and UNDP-supported Biennial Update Report (BUR) on Greenhouse Gas Emissions, which involved consultations on national climate priorities, as well as the Cross-Cutting Capacity Development (CCCD) project, focused on enhancing global environmental governance. These projects contributed critical data and institutional frameworks that informed adaptation planning, which the NAP project sought to integrate to ensure consistency and comprehensive responses to climate challenges in Somalia.

[Gender-sensitive approach to project design](#)

67. The Somalia NAP project design incorporated a gender-sensitive approach aimed at ensuring that women, along with other vulnerable groups, played an active role in climate adaptation planning and implementation. Recognizing the disproportionate impact of climate change on women, the project emphasized gender inclusiveness as a critical component for effective adaptation strategies. This approach began with a commitment to gender mainstreaming across

all project activities, ensuring that climate resilience measures would account for the specific needs and contributions of women.

68. A central element of this approach involved the development of an engagement and communication plan tailored to support gender inclusivity. This plan included structured efforts to collect gender-disaggregated data, particularly socio-economic information, which was intended to inform the project's climate adaptation strategies with a nuanced understanding of how climate risks and adaptation measures differentially impact women. The data gathered aimed to reveal the unique challenges women face in Somalia's climate-vulnerable areas, allowing the project to address these challenges directly in its adaptation planning.
69. Additionally, the project planned awareness-raising initiatives focused on sensitizing stakeholders, including government officials and community leaders, about the essential role women play in climate adaptation and resilience-building. These initiatives aimed to cultivate broader support for women's participation in adaptation activities, thereby strengthening the inclusion of gender perspectives within local decision-making processes.
70. The project design also detailed capacity-building efforts targeted explicitly at increasing women's involvement in decision-making roles. This included opportunities for women to participate in training sessions, workshops, and project meetings, ensuring that women's voices and expertise were integral to climate adaptation planning. Furthermore, the project involved women in conducting climate vulnerability assessments and in the identification of adaptation options at the community level, which allowed them to contribute directly to the design of locally relevant adaptation measures.
71. To further reinforce this gender-sensitive approach, the project established guidelines for the prioritization of gender-responsive initiatives within its portfolio. These guidelines ensured that adaptation projects were evaluated through a gender lens, allowing for the selection of actions that would most effectively address the needs of women and enhance their resilience. Additionally, the Ministry of Women and Human Rights Development played a prominent role in guiding these gender-sensitive practices, aligning the project's goals with national gender equity priorities.
72. The UNDP gender marker rating (GEN 2) assigned to the project is realistic, and in line with the expectations of project outcomes.

UNDP comparative advantage.

73. Although UNDP's comparative advantages are not explicitly mentioned in the ProDoc, it can be said that UNDP has the comparative advantage to implement this project based on three main factors: (i) A portfolio of projects in Somalia from the GCF, GEF and other funding sources that offers experience in managing similar projects; (ii) A portfolio of projects at the global level implementing GCF projects related to National Adaptation Plans that gives it the experience to implement such a project in Somalia; and (iii) Technical support staff at the local and regional level with the experience in designing and implementing similar projects.

Social and Environmental Safeguards

UNDP Social and Environmental Screening Category: EXEMPT

3.2 Project Implementation

Adaptive management.

74. The Somalia NAP project demonstrated notable flexibility and adaptability in response to a range of external factors that impacted its original design and implementation plan. A primary example of this adaptive management was the project's response to the COVID-19 pandemic, which restricted travel and limited in-person gatherings. These restrictions significantly affected the project's planned capacity-building sessions, workshops, and community meetings, which were originally intended to take place face-to-face. Recognizing the need to continue these

activities despite the disruptions, the project shifted its approach by conducting sessions virtually. While this change allowed the project to proceed, it introduced challenges, particularly in reaching participants in remote areas with limited internet connectivity and technical infrastructure. Interview feedback indicates that the effectiveness of these virtual sessions was sometimes lower than anticipated due to reduced engagement and logistical issues, especially for participants less familiar with digital platforms. To address these limitations, the project extended timelines and later returned to in-person sessions when restrictions were lifted in late 2021. The project's adaptability in moving between virtual and in-person formats demonstrates its commitment to maintaining momentum, albeit with adjusted expectations and timelines due to the unique challenges posed by the pandemic. While these changes in implementation methods were significant, they did not materially alter the project's expected outcomes. The project still achieved its capacity-building goals, but with a modified delivery approach and extended timelines to accommodate external constraints.

75. The project also demonstrated flexibility by integrating local knowledge and institutional development into its strategies. For example, regional adaptation plans were carefully tailored to reflect stakeholder inputs and Somalia's unique climate vulnerabilities. Academic institutions played a key role in this effort, contributing to the development of costing methodologies for adaptation priorities, which ensured long-term relevance and strengthened local ownership.
76. The project had to navigate significant institutional changes during its implementation. Initially under the oversight of the Directorate of Environment and Climate Change within the Office of the Prime Minister, the project was later transferred to the newly established Ministry of Environment and Climate Change (MOECC). This transition introduced changes in reporting structures, oversight mechanisms, and decision-making protocols, requiring the project to realign its operations to fit within the new governance structure. This institutional shift led to delays as project staff adapted to new administrative processes and built relationships with key personnel in the new ministry. To mitigate potential disruptions, the project team implemented regular coordination meetings, keeping federal and state-level stakeholders informed and engaged. These meetings helped to ensure a smooth transition and maintain project alignment with Somalia's evolving institutional landscape, allowing the project to progress despite changes in governance structures. This experience illustrates the importance of adaptive project governance in contexts with shifting political landscapes, where flexibility is crucial to maintain continuity. To further address institutional and security challenges, the project established multi-stakeholder coordination platforms. These mechanisms enabled streamlined communication across federal, state, and community levels, ensuring alignment with national and regional goals. For regions facing security constraints, the project demonstrated operational flexibility by relying on local representatives to maintain progress and engagement with affected communities.
77. In addition to these adjustments, the project adopted a responsive approach to community feedback and local contextual needs. Interviews indicate that the project team held ongoing consultations with local communities and regional stakeholders to ensure that activities remained relevant to on-the-ground realities. For instance, where specific climate vulnerabilities or local priorities were identified, the project adjusted certain activities to better address these emerging concerns (e.g. capacity needs). This responsiveness was particularly important in ensuring that the project's adaptation strategies were culturally and regionally appropriate, enhancing their potential for long-term sustainability. The project's approach to integrating community feedback reflects a commitment to adaptive management practices that respect and incorporate local insights, fostering greater stakeholder buy-in and alignment with community needs.
78. The project also actively incorporated gender and social inclusion into its adaptive strategies. A dedicated gender toolkit was developed to guide efforts, and workshops ensured the participation of marginalized groups, including women and youth, in decision-making processes. Furthermore, outreach efforts targeted vulnerable communities, reflecting the project's

commitment to equitable adaptation strategies. To enhance sustainability and capacity, the project developed a suite of tools and frameworks, including a climate adaptation finance framework, a monitoring and evaluation toolkit, and a stakeholder engagement framework. These resources, tailored to Somalia's context, empowered both federal and regional institutions to sustain and scale adaptation efforts, contributing to the long-term effectiveness of the project.

Partnership arrangements.

79. The Somalia NAP project was designed with a robust stakeholder engagement framework that emphasized inclusivity and coordination among diverse actors. The initial project design anticipated the active involvement of government institutions, such as the Directorate of Environment and Climate Change (DoECC), Federal Member States (FMSs), and other line ministries. These institutions were expected to play a central role in coordination and implementation. Non-governmental organizations (NGOs), community-based organizations (CBOs), and traditional leaders were also identified as critical partners, particularly for engaging at the grassroots level. The project aimed to integrate these stakeholders through mechanisms like the National Climate Change Committee (NCCC) and regional steering committees, ensuring representation across all federal member states and Somaliland.
80. During implementation, the project expanded and adapted its stakeholder engagement approach. The inclusion of additional actors such as academic institutions, private sector representatives, and specific development initiatives (e.g., the Somalia Infrastructure Fund) allowed the project to better address the evolving needs of the NAP process. The development of a Stakeholder Engagement Strategy (SES) during implementation formalized the roles and responsibilities of these actors and emphasized principles of inclusivity, accountability, and transparency. This strategy was designed to ensure that all stakeholders, including marginalized groups such as women and youth, were meaningfully included in decision-making processes. The SES also incorporated mechanisms to avoid duplication of efforts and ensure synergy across the climate adaptation sector.
81. However, implementation faced challenges. Interviews revealed that stakeholder participation varied widely among states, with lower levels of engagement observed in recently established states compared to more established ones like Somaliland and Puntland. The limited institutional capacity of some FMSs further hindered their active involvement, highlighting a gap between the planned and actual levels of participation. Despite these challenges, the SES and ongoing consultations helped mitigate some of these disparities by providing clear guidance and fostering a sense of ownership among participants.
82. Moreover, the project adapted its engagement strategies to external factors such as the COVID-19 pandemic, which necessitated the transition to virtual consultations and workshops. While this ensured continuity, it also introduced challenges related to digital infrastructure and accessibility, particularly for grassroots organizations and community representatives. The project addressed these issues by resuming in-person consultations when feasible and leveraging hybrid engagement models.
83. In conclusion, while the project largely adhered to its initial design for stakeholder engagement, adaptive measures during implementation demonstrated its commitment to inclusivity and collaboration. The development of the SES and the inclusion of additional actors underscore the project's flexibility and responsiveness to evolving circumstances. Nonetheless, disparities in engagement levels across regions and challenges in ensuring consistent participation highlight areas for improvement in future initiatives.

Project Finance and Co-finance

84. The Somalia NAP project was supported by the Green Climate Fund (GCF) with a total budget of USD 2,862,000, implemented over an initial three (3) year period. The budget was allocated across three key outcomes: institutional coordination and capacity (Outcome 1), state-level

technical capacity development (Outcome 2), and financial planning for adaptation (Outcome 3). The project began implementation in 2021 and is scheduled to close officially in July 2025. This timeline includes an extension granted to address delays and complete pending activities, reflecting a commitment to achieving the project's objectives despite significant external challenges.

Table 3-1: Overall project Budget per Outcome and Year

Item	Y1	Y2	Y3	Total
Outcome 1	\$ 357.871,67	\$ 407.757,67	\$ 331.118,67	1.096.748,01
Outcome 2	\$ 83.162,01	\$ 457.555,01	\$ 560.519,01	1.101.236,03
Outcome 3	\$ 50.218,92	\$ 118.523,94	\$ 178.068,92	\$ 346.811,78
MPC	\$ 65.915,40	\$ 57.415,40	\$ 57.415,40	180.746,20
TOTAL	557.168,00	1.041.252,02	1.127.122,00	2.725.542,02

85. The Somalia NAP project adhered closely to its original financial plan, reflecting a strong commitment to the budget allocations outlined at the project design stage. While external challenges, such as COVID-19 and institutional transitions, created significant delays in implementation, no formal budget reallocations were undertaken to address these emerging needs. This rigid adherence to the original budget allocations persisted despite the project design allowing for up to 10% of funds to be reallocated between outcomes, as per UNDP and GCF guidelines.
86. Interviews with stakeholders confirmed that the project team demonstrated significant resilience in adapting to external disruptions. For instance, activity schedules and operational modalities were adjusted, including a shift to virtual engagements during the height of the COVID-19 pandemic. However, these operational changes were not accompanied by financial adjustments, which constrained the team's ability to redirect resources toward high-priority areas impacted by these challenges. For example, while Outcome 3, focusing on financial planning, faced persistent barriers to achieving its objectives, the lack of resource reallocation prevented additional support from being directed to this area to address the identified challenges.

Table 3-2: Budget reallocation

Outcome	Original Budget	Budget Reallocation	Revised Budget	Change (%)
1. National institutional coordination and capacity for adaptation planning enhanced	1.096.748,01	-	1.096.748,01	0%
2. State-level technical capacity for climate change adaptation planning strengthened	1.101.236,03	-	1.101.236,03	0%
3. Financial planning for climate change adaptation strengthened at national level	346.811,78	-	346.811,78	0%

87. Budget execution patterns further illustrate the challenges faced. During the first year of implementation, the project executed only 6.2% of its total budget, far below the planned expenditure rate. This was primarily due to delays caused by COVID-19 and the subsequent transition of oversight responsibilities from the Directorate of Environment and Climate Change to the newly formed Ministry of Environment and Climate Change. As implementation progressed, the project significantly accelerated its expenditures, achieving 71.2% of planned expenditures by 2023. By October 2024, the project had executed 83% of its total budget, with remaining funds either committed or planned for activities during the final year of implementation. The extended timeline until July 2025 reflects efforts to recover from early delays and ensure completion of outstanding activities. This backloaded spending pattern

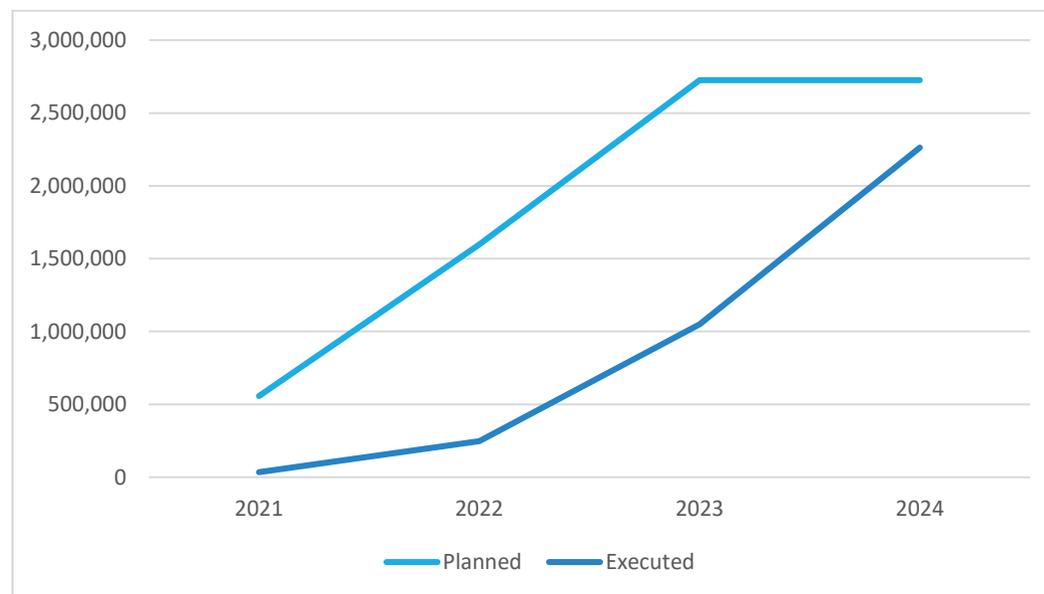
indicates that while the project managed to recover from early delays, it lacked the financial agility to adjust allocations proactively in response to shifting priorities or unexpected disruptions.

88. Outcome-specific budget execution rates highlight further nuances in financial performance. Outcomes 1 and 2, focusing on institutional coordination and state-level technical capacity, achieved high execution rates of 82.9% and 89.4%, respectively. However, Outcome 3, which emphasized financial planning for adaptation, experienced the lowest execution rate at 62.9%. This disparity suggests that challenges in mobilizing financial mechanisms and securing institutional buy-in persisted throughout the project, with limited budgetary flexibility to address these barriers effectively.
89. In conclusion, while the Somalia NAP project ultimately achieved a high overall execution rate, the lack of financial reallocations hindered its ability to address emergent challenges in a timely and targeted manner. The static budget allocations, combined with delayed implementation in the early years, underscore the need for greater financial flexibility in future projects to ensure that resources can be dynamically aligned with evolving priorities and challenges. The extended timeline to July 2025 provides additional opportunities to optimize outcomes and address lingering challenges effectively.

Table 3-3: Execution by components for the years 2019 to 2024 of the GCF funds (cut October 2024) expressed in US\$.

Outcome	2021 (USD)			2022 (USD)			2023 (USD)			2024 (USD)			TOTAL		
	Budget	Executed	% Executed	Budget	Executed	% Executed	Budget	Executed	% Executed	Budget	Executed	% Executed	Budget	Executed	% Executed
Outcome 1	357.871,67	8.034,50	2,2%	407.757,67	99.894,26	24,5%	331.118,67	406.183,86	122,7%	582.635,39	395.468,50	67,9%	1.096.748,01	909.581,12	82,9%
Outcome 2	83.162,01	358,60	0,4%	457.555,01	63.720,11	13,9%	560.519,01	331.076,86	59,1%	706.080,46	589.560,60	83,5%	1.101.236,03	984.716,17	89,4%
Outcome 3	50.218,92	85,73	0,2%	118.523,94	-	0,0%	178.068,92	19.518,00	11,0%	327.208,05	198.490,89	60,7%	346.811,78	218.094,62	62,9%
Project Mgmt	65.915,40	26.209,44	39,8%	57.415,40	49.721,38	86,6%	57.415,40	45.192,38	78,7%	59.623,00	28.979,63	48,6%	180.746,20	150.102,83	83,0%
Total	557.168,00	34.688,27	6,2%	1.041.252,02	213.335,75	20,5%	1.127.122,00	801.971,10	71,2%	1.675.546,90	1.212.499,62	72,4%	2.725.542,02	2.262.494,74	83,0%

Table 3-4: Planned vs. Executed Budget (cumulative)



Monitoring and evaluation: design at entry and implementation {*}

90. The monitoring arrangements envisioned in the project design presented a comprehensive structure to support oversight, learning, and accountability. The project document outlined a detailed monitoring framework, including reporting mechanisms, designated responsibilities, and participatory elements, aiming to ensure systematic tracking of progress and adaptive management. Central to this structure was the establishment of a results framework that delineated key outcomes, outputs, and corresponding indicators. These were intended to align with the project’s overarching goals and facilitate periodic assessment of achievements against baselines.
91. The project design included provisions for regular reporting, such as semi-annual and annual progress reports, which would be shared with stakeholders and financing partners like the Green Climate Fund (GCF). These reports were expected to include updates on activities, financial expenditures, and progress toward achieving results. Additionally, the project document highlighted the importance of terminal evaluations to assess overall impact and sustainability. Another key aspect of the monitoring structure was the formation of project steering committees at both federal and state levels. These committees were tasked with reviewing project performance, providing strategic guidance, and ensuring alignment with national priorities. Their involvement was intended to foster inclusivity and buy-in from a diverse range of stakeholders, including government representatives, civil society, and technical experts.
92. Despite these well-intentioned mechanisms, the design of the monitoring framework exhibited certain weaknesses. Notably, several of the proposed indicators were not SMART (specific, measurable, achievable, relevant, and time-bound), making it difficult to track progress rigorously. This lack of precision posed challenges for translating monitoring data into actionable insights. Additionally, while the design emphasized participatory approaches, the operational mechanisms for ensuring consistent and meaningful stakeholder engagement were not fully detailed, leaving room for ambiguity in implementation.
93. During project implementation, the monitoring arrangements underwent notable adaptations to address emerging challenges and contextual realities. For instance, while the core reporting structure remained intact, the frequency and format of some reports were adjusted to accommodate delays caused by external factors such as political instability and the COVID-19 pandemic. Steering committees continued to function, but participation varied, particularly at the federal level, where turnover in representation sometimes disrupted continuity. Efforts were made to maintain inclusivity and participation, but inconsistencies in attendance limited the committees' effectiveness in providing sustained oversight and strategic direction.
94. Moreover, while the project adhered to its reporting obligations, gaps emerged in linking monitoring data to adaptive management decisions. The lack of SMART indicators persisted as a barrier, impacting the precision and utility of monitoring outputs. Despite these challenges, the project demonstrated flexibility in certain areas, such as reallocating resources and revising timelines to mitigate delays. Workshops and knowledge-sharing platforms served as avenues for stakeholders to provide feedback, which was incorporated into project adjustments where feasible.

Table 3-4: Rating of the design and implementation of the monitoring and evaluation system

Monitoring and Evaluation	
<i>Overall rating of the general quality of M&E</i>	S
<i>Rating of monitoring and evaluation at design</i>	MS
<i>Rating of monitoring and evaluation during implementation</i>	S

UNDP and Delivery Partner implementation / execution coordination, and operational issues.

95. The NAP project was implemented under UNDP's Direct Implementation Modality (DIM), in line with the Preparatory Support and Readiness Grant Agreement with the Green Climate Fund (GCF). The governance structure, as outlined in the project document, included a Project Board composed of key stakeholders: the UNDP Country Office Resident Representative as the Executive, the National Designated Authority (NDA) / Directorate of Environment and Climate Change (originally housed under the Office of the Prime Minister) as the Beneficiary, and the UNDP Country Office Portfolio Manager as the Senior Supplier. Notably, during the course of the project, the Directorate of Environment and Climate Change was elevated to the Ministry of Environment and Climate Change (MECC), which subsequently took on a stronger role in the project's strategic alignment with national climate adaptation priorities. This Project Board provided oversight, strategic direction, and ensured alignment with these evolving national structures.
96. The project management was further supported by a Project Management Unit (PMU), working under the Project Board's guidance, alongside Project Assurance provided by UNDP at various levels (Country Office, Regional Support Centre, and Headquarters). Additional technical support came from a designated government technical agency. This structure was intended to foster strong coordination between UNDP and Somali government institutions, particularly as MECC took on a leadership role in the project's direction and oversight.
97. Despite the effectiveness of this governance arrangement in maintaining strategic alignment and accountability, several operational issues arose that affected the project's flexibility. Interviews with stakeholders, particularly from the Climate Change Directorate (now MECC), highlighted challenges stemming from UNDP's rigid approach to financial arrangements, which reflects the limited adaptive management allowed under the Readiness Programme by GCF. UNDP's reluctance to allow changes to the financial structure limited the project's ability to reallocate resources to address evolving priorities, a limitation that was seen as undermining the project's adaptability in a complex and shifting operational context.
98. Additionally, UNDP's centralized procurement processes posed challenges for timely project execution. Stakeholders reported delays in recruiting essential personnel and procuring resources, which slowed down implementation and impacted project momentum. These procedural delays were especially challenging in Somalia's dynamic environment, where timely actions are critical. The centralized nature of these processes restricted the autonomy of MECC and other local institutions, reinforcing perceptions of limited flexibility in operational decisions.
99. Nonetheless, the collaboration between UNDP and MECC led to significant achievements in key deliverables, such as vulnerability assessments, state level adaptation plans, and capacity-building initiatives. While the structured governance framework allowed both UNDP and government stakeholders to be actively involved in decision-making, the rigid financial controls and centralized operational procedures highlighted the need for greater flexibility and a more localized approach in future projects to better accommodate the dynamic and complex realities of the project's implementation environment.

Table 3-5: Rating of coordination during program implementation

Coordination on implementation and operational issues of the Implementing Agency and the Implementing Partner.	
Overall quality of the application/performance	S

3.3 Project results

Overall results {attainment of objectives}.

100. At the time of the final evaluation, the NAP project successfully achieved 15 of the 16 performance indicators outlined in the project's results framework. These indicators reflect the project's significant contributions to institutional capacity building, the development of adaptation frameworks, and advancements in financial planning for climate change adaptation.
101. The 16 indicators are categorized into three outcome areas: (i) strengthening institutional coordination and capacity for adaptation planning at the national level; (ii) building state-level technical capacity for climate adaptation; and (iii) establishing enabling conditions for climate finance mobilization. Among the indicators fully achieved are those related to the creation of the National Adaptation Plan (NAP), the harmonization of state-level adaptation frameworks, and the delivery of technical training to over 897 government staff at federal and state levels, with 38% participation by women.
102. Indicator 3.2.b, which measures the level of progress on the implementation of state-led climate change adaptation subprojects (by geographical location), is the only indicator not achieved by the time of the evaluation. The delays in meeting this indicator were primarily due to challenges in resource mobilization and operationalizing the mechanisms required to implement subprojects at the state level. However, foundational work has been completed, including the development of tools and frameworks to support these efforts in the future.
103. The project exceeded expectations in areas such as gender mainstreaming, with tools like the Gender and Climate Change Toolkit and capacity-building activities ensuring that gender-sensitive approaches were integrated into adaptation planning. Additionally, the incorporation of climate adaptation priorities into eight sectoral policies demonstrates the project's success in embedding resilience-building measures into Somalia's broader development agenda.
104. While progress on Indicator 3.2.b remains pending, the project's overall achievements demonstrate substantial alignment with its objectives and set a strong foundation for future actions. The successful attainment of 15 indicators highlights the project's pivotal role in enhancing Somalia's capacity for long-term climate resilience.

Table 3-6: Rating of overall project results

OF7/SGP Results	
Overall rating of compliance with the results	S

Relevance (*)

105. Relevance, in the context of evaluations, is the extent to which the objectives and design of an intervention respond to the needs, policies and priorities of the beneficiaries, at the global, country and partner/institution levels, and continue to do so if circumstances change.
106. The NAP project was highly relevant to Somalia's pressing climate adaptation needs, as it directly addressed the country's vulnerabilities to extreme weather events, droughts, and other climate-related challenges. According to the project document, the initiative was closely aligned with Somalia's Nationally Determined Contributions (NDCs)⁹ under the Paris Agreement and its National Development Plan¹⁰, emphasizing the need to build climate resilience across sectors, including agriculture and water management that the project's focus on strengthening institutional frameworks

⁹ <https://unfccc.int/sites/default/files/NDC/2022-06/Final%20Updated%20NDC%20for%20Somalia%202021.pdf>

¹⁰ <https://mop.gov.so/national-development-plan/>

and conducting vulnerability assessments was essential to Somalia’s capacity-building efforts, filling a critical gap in national climate preparedness .

107. The project design responded to the evolving institutional landscape in Somalia. Initially, the Directorate of Environment and Climate Change, later elevated to the Ministry of Environment and Climate Change (MECC), served as the primary governmental counterpart. This transition bolstered the project’s alignment with national governance structures, allowing for a stronger institutional partner to lead adaptation initiatives effectively. Interviews highlighted that the change was crucial for ensuring the project's alignment with national priorities and for empowering local institutions.
108. Globally, the project’s alignment with the Fund (GCF) Readiness Programme¹¹ and UNDP’s strategic frameworks¹² underscored its relevance beyond Somalia, connecting local adaptation efforts with broader global climate goals. The GCF prioritizes readiness and adaptation planning, particularly in Least Developed Countries (LDCs), making the NAP project a fitting response to international climate financing and adaptation imperatives. The project contributed to Sustainable Development Goal 13 (Climate Action) by fostering resilience through frameworks that integrate climate considerations across Somali governance structures. The alignment with other SDGs, such as SDG 15 (Life on Land), SDG 6 (Clean Water and Sanitation), and SDG 11 (Sustainable Cities and Communities), is more indirect, as the project does not include on-the-ground activities. However, by establishing stronger climate governance frameworks and fostering resilience through policy, the project lays the groundwork for future initiatives that could contribute to these goals.
109. The project aligns with UNDAF/Country Programme Outcome: Development Priority 3, which focuses on advancing progress from protracted socioeconomic and environmental fragility and recurrent humanitarian crises, while contributing to the National Goal of reducing the likelihood of conflict and lowering the risk of natural disasters, including those driven by climate change; it directly supports Output 3.2 by enhancing environmental governance, building resilience to climate shocks, and promoting effective management of natural resources.”
110. The NAP project also prioritized inclusivity, engaging stakeholders, including women, youth, and marginalized groups. Interviews indicated that gender equality and social inclusion were actively promoted through training and workshops, although some stakeholders noted that additional community outreach could have further strengthened this aspect. The project incorporated gender-sensitive approaches and even developed gender indicators, underscoring its responsiveness to the needs of socially excluded groups, although there were calls for more widespread awareness initiatives at the community level.
111. In conclusion, the NAP project’s objectives and design were highly relevant to adaptation needs and aligned well with both global frameworks and local community priorities. While there were some suggestions for expanded outreach and greater flexibility, the project’s core focus and alignment with both national and international priorities demonstrate its significant relevance in addressing Somalia’s climate resilience challenges.

Table 3-7: Rating of Program Relevance

Relevance	
Rating of Program Relevance	HS

¹¹ <https://www.greenclimate.fund/readiness>

¹² <https://strategicplan.undp.org>

Effectiveness & Efficiency (*)

112. **Effectiveness.** Effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its objectives and outcomes. It is the extent to which the objectives, outcomes and outputs of the development intervention were achieved or are expected to be achieved considering their relative importance. It is also an aggregate indicator of the merit or value of an activity, i.e., the extent to which an intervention has achieved, or is expected to achieve, its main relevant objectives in a sustainable manner and with a positive impact on institutional development.
113. The NAP project achieved significant results in institutional strengthening and capacity building, demonstrating its effectiveness in meeting its objectives. A key outcome was the establishment of critical governance mechanisms, including the Vertical Steering Committee and the Interministerial Technical Coordination Committee. The project successfully aligned its governance mechanisms with the priorities of both federal and state institutions, as evidenced by the establishment of state-level steering committees and adaptation frameworks. These localized structures strengthened coordination and ownership of climate adaptation processes at the state level, enabling a decentralized approach that complements the national framework. The establishment of cross-sectoral coordination, including through partnerships with regional NGOs and universities, further enhanced the inclusivity and functionality of governance mechanisms. These structures also enabled climate risk reduction measures to be integrated into work plans and development strategies at various governance levels. This achievement was instrumental in ensuring that the project's outputs were embedded within institutional frameworks, creating a foundation for sustained climate adaptation efforts.
114. In addition to governance improvements, the project made substantial progress in building technical capacity across federal and state levels. A total of 177 federal staff (38% women) and 720 state staff (39% women) received targeted training on climate adaptation planning and implementation. These capacity-building efforts enhanced technical expertise in key institutions, particularly the Ministry of Environment and Climate Change (MECC) and its state counterparts, equipping them with the tools and knowledge needed to address climate risks effectively. In addition to direct capacity-building efforts, the project played a pivotal role in integrating climate adaptation into institutional workflows by establishing training programs that were closely aligned with institutional priorities. For instance, the development of Somali-language training materials ensured accessibility and relevance, significantly enhancing the engagement of local stakeholders. Furthermore, the collaboration with universities to support the training efforts provided an avenue for academic institutions to become active contributors to climate adaptation planning. The inclusion of gender-sensitive training objectives further underscore the project's commitment to inclusivity in building climate resilience.
115. The development and operationalization of climate adaptation tools and frameworks were among the project's most impactful achievements. Deliverables such as the Gender Toolkit, Vulnerability Assessment Methodology, and the Information Platform supported federal and state-level planning processes, providing robust mechanisms for assessing and responding to climate risks. The mainstreaming of these tools into governance processes ensures their continued use and relevance beyond the project's lifecycle. Additionally, the integration of climate adaptation considerations into eight key sectors, including finance, agriculture, and water management, underscores the project's effectiveness in embedding climate resilience into broader development planning.
116. The project's fast-tracking strategy accelerated the development of critical tools such as the Climate Change Adaptation Information Platform and the Gender Outreach Plan. These tools were specifically designed to address the challenges of data accessibility and gender mainstreaming in adaptation planning. The information platform, for example, integrates climate vulnerability data with planning resources, enabling evidence-based decision-making at both federal and state levels.

117. At the state level, the project succeeded in harmonizing local adaptation frameworks with the national plan, ensuring consistency in addressing climate vulnerabilities across regions. Preliminary climate change adaptation plans were developed and validated for all six states, achieving 100% progress in this key output. These plans provide actionable roadmaps for addressing region-specific climate challenges, enhancing localized adaptation efforts.
118. Despite these successes, some areas of the project’s effectiveness faced limitations. While the project laid the groundwork for financial planning by establishing a Climate Finance Coordination Mechanism and developing climate-proofing guidelines, the implementation of sub-projects was delayed, as financial planning only began toward the project’s end. Additionally, while the tools and frameworks developed were robust, their practical application and long-term integration require further support to ensure sustained impact.
119. In summary, the NAP project effectively delivered critical outputs aligned with its objectives, achieving measurable progress in institutional capacity, governance structures, and multisectoral integration. These achievements underscore the project’s value in enhancing Somalia’s climate resilience, even as certain areas, such as financial planning and the operationalization of sub-projects, remain areas for future focus.
120. The results achieved from the project are presented in the project's Results Framework (Table 3-15).

Table 3-8: Effectiveness Rating

Effectiveness	
Effectiveness Rating	S

Table 3-9: Program Results Framework and compliance with indicators

Indicator	Baseline	Target	Progress	Cumulative results	Remarks
Outcome-1: National institutional coordination and capacity for adaptation planning enhanced					
Output 1.1: Legal and institutional framework established					
Indicator 1.1. a: Extent of Institutions with effective Climate Change Adaptation coordination platforms at federal and federal member states	Draft legal or institutional arrangements for climate change adaptation at national level	Climate change adaptation incorporated in the work of steering committee and institutional arrangements formulated	1.1. a: Vertical Steering committee and Horizontal Interministerial Technical coordination committee established. Climate risk reduction integrated into work plans and programs for national, state, sectoral, and local development.	1.1.a: (1) Interministerial Technical Coordination Committee formed. (1) Vertical Steering committee established.	Completed
Indicator 1.1.b: Number of policies and Legal Frameworks developed/ revised to meet sustainable Climate Adaptation Planning and principles			1.1. b: A National Adaptation Plan for Somalia developed and endorsed by Federal and FMS stakeholders.	1.1.b: (1) National Adaptation Plan developed.	Completed
Output 1.2: Climate change adaptation capacities and interagency coordination at key agencies strengthened					
Indicator 1.2.a: # of ministries / institutions at the federal level with reinforced Climate change adaptation capacities and	Limited horizontal coordination at national level for "climate change adaptation planning / implementation"	Horizontal coordination mechanism established and key agencies capacitated on climate change adaptation considerations	1.2.a: Horizontal Interministerial Technical coordination mechanism established, and key federal government agencies capacitated on climate change adaptation.	1.2.a: (1) Horizontal Interministerial Technical Coordination mechanism established.	Completed

<p>interagency coordination (by geographical areas)</p> <p>Indicator 1.2.b: Number of Federal level staff trained on Climate Change Adaptation Planning and supporting its implementation at the community level (At least 30% women)</p>			<p>1.2. 177 (68 F) Federal staff were trained on Climate Change Adaptation mainly from MOECC, MoPIED, MoWHRD</p>	<p>1.2.b 177 (108 M and 68 F)</p>	<p>Completed</p>
Output 1.3: Tools, methodologies, and information platform to support NAP process developed					
<p>Indicator 1.3.a: Number of gender-responsive Tools, methodologies, and information platforms developed and meaningfully supporting the NAP process at the federal and federal member states level</p> <p>Indicator 1.3. b: Number of the trainer of trainees with reinforced</p>	<p>No inclusion tools or information platform for climate change adaptation exists in Somalia</p>	<p>Gender vulnerability assessment methodology, and information portal exists.</p>	<p>1.3.a: Gender toolkit, vulnerability assessment methodology and information platform are all developed</p> <p>1.3. b: 80 (24 F) staff at federal level were given ToT on climate change (CC) information and knowledge management for</p>	<p>1.3.a (1) Gender Toolkit. (1) Vulnerability assessment methodology developed (1) Information platform portal developed.</p> <p>1.3.b: 80 (56 M and 24 F)</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>

capacities to disseminate and sensitise the community on climate change adaptation knowledge (at least 30% women)			medium- to long-term planning.		
Outcome 2: State-level technical capacity for climate change adaptation planning strengthened					
Output 2.1: State climate change adaptation frameworks developed and harmonized with national framework					
Indicator 2.1.a: # of ministries / institutions at federal member states with reconciled state and national climate change adaptation frameworks (by geographical areas)	2 of 6 states have climate change adaptation planning framework	6 of 6 states have climate change adaptation planning frameworks	2.1.a: 6 state level ministries developed climate change adaptation frameworks reconciled with National Adaptation Plan.	2.1.a: (6) state level climate change adaptation framework developed.	Completed
Indicator 2.1.b: # Number of Federal Member States staff trained on Climate Change Adaptation Planning and supporting its Implementation at the community level (At least 30% women)	Building the capacity of federal member states institutions on climate change adaptation		2.1.b: personnel at state level capacity enhanced.	720 trained (280 F, 440 M)	Numbers of trainees varies in some federal member states depending on accessibility . Completed
Output 2.2: Preliminary climate change adaptation plans formulated at state level					

<p>Indicator 2.2.a: Number of functional climate change adaptation plans formulated at the state level (by Geographical location)</p> <p>Indicator 2.2.b: % of Progress on the Implementation of climate change adaptation planning at state levels (by geographical locations)</p>	<p>0 of 6 states have preliminary adaptation plans.</p>	<p>6 of 6 states have preliminary adaptation plans.</p>	<p>2.2.a: 6 state level climate adaptation plans developed and validated for the 6 states.</p> <p>2.2.b: 100% progress was made on the development of the implementation plan on the climate change adaptation planning at state level.</p>	<p>2.2.a: (6) state climate adaptation plans developed.</p> <p>2.2.b: 100% progress on the formulation of the state climate change adaptation</p>	<p>Completed</p> <p>2.2.b: Implementation plans was incorporated to the State Climate Adaptation Plans → Completed</p>
<p>Output 2.3: Climate change adaptation mainstreamed into institutional and governance support at the state level</p>					
<p>Indicator 2.3.a: Number of sectors integrated Climate change adaptation and supporting its implementation at the state level (by Geographical locations)</p> <p>Indicator 2.3.b: A gender- responsive climate change adaptation tools</p>	<p>Climate change not considered in state level governance and planning processes</p>	<p>6 States mainstream climate change into emerging planning procedures</p>	<p>2.3.a: Climate change adaptation was integrated into 8 sectors. (Planning, finance, water, energy, agriculture, livestock, fisheries, Disaster and Gender)</p> <p>2.3.b: Gender toolkit adopted at the federal level and mainstreamed into the national and state adaptation plans.</p>	<p>2.3.a: climate change adaptation integrated into (8) sectors.</p> <p>2.3.b: (1) Gender toolkit developed and mainstreamed.</p>	<p>Completed</p> <p>Completed</p>

adopted at the state level and supporting mainstreamed institutional governance					
Outcome 3: Financial planning for climate change adaptation strengthened					
Output 3.1: NAP implementation financing plan formulated					
Indicator 3.1. a: Number of NAP financing plans adopted at the state level (by geographical locations)	No national level climate change adaptation financial mechanism exists	Climate finance coordination mechanism established	3.1. a: Climate finance coordination mechanism established for the implementation of prioritized adaptation measure identified at the state level	3.1.a: (1) climate finance coordination mechanism established.	Completed
Indicator 3.1.b: % of Progress on the Implementation of climate change adaptation planning at state levels (by geographical locations)			3.1.b: 100% progress was made on the development of the implementation plan on the climate change adaptation planning at state level.	3.1.b: 100% progress on the formulation of the state climate change adaptation	Completed
Output 3.2: Enabling conditions for NAP financing advanced					
Indicator 3.2.a: Functionality of the adopted climate financing plans at the state level (by geographical location)	No private sector engagement in climate change adaptation; no climate proofing tools	Private sector engagement mechanism established; climate proofing tools developed	3.2.a: Private sector engagement mechanism in Climate Adaptation and Planning Process in Somalia established. Technical support was provided to develop outreach and awareness raising materials for the private sector.	3.2.a (1) Private sector engagement mechanism developed. (1) Climate proofing guidelines for investment	Completed

<p>Indicator 3.2. b: Level of progress on the implementation of state-led climate change adaptation subprojects (by geographical location)</p>			<p>Climate proofing guidelines for investment projects developed to determine planned projects have potential climate vulnerabilities</p> <p>3.2. b: No progress</p>	<p>projects developed</p> <p>No result</p>	<p>3.2.b: State climate adaptation plans were developed, but implementation of sub projects did not materialize as the financial planning has only started towards the end of the project.</p> <p>Pending</p>
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121. **Efficiency.** Efficiency is the extent to which an intervention produces, or is likely to produce, results in a cost-effective and timely manner. In this sense, efficiency is defined as the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective manner possible, compared to viable alternatives in the context. This criterion also includes operational efficiency.
122. **Efficiency during implementation.** The NAP project demonstrated notable efficiency during implementation, achieving its planned outputs despite significant challenges such as political instability, logistical constraints, and the COVID-19 pandemic. Interviews consistently highlighted the effectiveness of coordination mechanisms like the Interministerial Technical Coordination Committee and the Vertical Steering Committee, which enabled collaborative decision-making and problem-solving across federal and state levels. These platforms facilitated regular dialogue among stakeholders, ensuring timely resolution of implementation bottlenecks and alignment with project goals.
123. However, delays caused by centralized UNDP procurement and recruitment processes were a recurring issue in the early stages. These delays affected the mobilization of critical human and material resources, slowing the commencement of key activities. For instance, the recruitment of consultants for vulnerability assessments and training workshops took longer than expected, delaying their delivery. Stakeholders acknowledged that while these challenges were mitigated through adaptive management, the reliance on centralized processes reduced the overall efficiency of implementation. To address these delays, the project introduced a fast-tracking implementation strategy as part of the effort to make up for lost time. This strategy included consolidating several tasks into single Terms of Reference (ToRs) to reduce cost and streamline execution. Engaging one international consultant to oversee related tasks proved effective in accelerating activities that were delayed in 2021 and 2022.
124. The project demonstrated strong adaptability to external challenges. The COVID-19 pandemic disrupted field activities, prompting the adoption of remote tools for workshops, training, and stakeholder engagement. These adaptive strategies minimized disruptions and ensured continuity. Moreover, despite changes in leadership at key institutions, including the transition of the Directorate of Environment and Climate Change to the Ministry of Environment and Climate Change (MECC), the project maintained its momentum through proactive engagement with new leadership structures.
125. **Financial Efficiency.** The financial efficiency of the project was generally rated highly by stakeholders, with funds strategically allocated to meet project goals. Activities such as capacity-building workshops, the development of vulnerability assessments, and the establishment of governance structures were delivered within the allocated budget. Interviews confirmed that the project adhered to financial management protocols, and regular audits ensured accountability and transparency.
126. While no official reallocation of the budget occurred, stakeholders noted that financial resources were directed toward activities that could continue amidst challenges, such as virtual workshops during the COVID-19 pandemic. These efforts ensured that key outputs were delivered without exceeding budgetary constraints. Despite these adaptations, the initial delays in financial disbursements, attributed to centralized UNDP processes, hindered the timeliness of some early activities.
127. Overall, while centralized procedures posed challenges to early financial efficiency, the project delivered its planned outcomes within the allocated budget, reflecting strong fiscal discipline and alignment with planned expenditures.
128. **M&E efficiency.** The Monitoring and Evaluation (M&E) framework was implemented effectively, enabling regular tracking of progress and timely identification of challenges. The framework included periodic reviews, stakeholder feedback sessions, and external audits, all of which contributed to robust monitoring processes. Stakeholders commended the participatory nature of the M&E system, which actively involved federal and state institutions, ensuring accountability and ownership of results.

129. Despite its operational strengths, the M&E framework faced design challenges, particularly the lack of fully SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) indicators. This limitation occasionally made it difficult to measure the impact of certain activities with precision, as noted by both project staff and external evaluators. Nevertheless, the implementation of monitoring activities was consistent and aligned with the project’s objectives, leveraging insights from evaluations to make necessary adjustments during the project lifecycle.
130. One area of concern was the complexity of GCF’s reporting requirements, which posed challenges for local institutions involved in data collection and documentation. While these requirements ensured thorough reporting, they increased the administrative burden, particularly for state-level institutions with limited capacity. Stakeholders emphasized that additional capacity-building efforts for local teams could have further enhanced the efficiency of the M&E system.

Table 3-10: Efficiency Rating Results

Efficiency	
Rating of overall efficiency	S
<i>Efficiency during implementation</i>	S
<i>Financial Efficiency</i>	S
<i>M&E Efficiency</i>	S

Sustainability.

131. The **sustainability** of a project is defined as the extent to which the net benefits of an intervention continue, or are likely to continue, after the intervention is completed. Within the project there are some very specific and concrete potential sustainability factors and elements. These relate to issues such as relevance/ownership, institutional capacity and development, policy, etc., that the project supported. The following is a description of the sustainability of the project results and the extent to which different potentially sustainable elements exist.
132. **Socio-political sustainability.** The NAP project has made a significant contribution to socio-political sustainability by fostering awareness and generating broad engagement with climate adaptation efforts. By involving government institutions, civil society, and local communities, the project cultivated ownership over its objectives, which is crucial for the continuation of its outcomes. This inclusiveness strengthened the social and political foundations necessary for long-term adaptation planning.
133. However, socio-political sustainability remains vulnerable to certain risks. Political instability and frequent changes in government leadership could disrupt the continuity of climate adaptation priorities. Additionally, the relationship between federal and state governments, which can be strained at times, introduces further uncertainty in sustaining collaborative efforts. Stakeholders also noted cultural resistance to adopting new environmental practices, suggesting that consistent engagement and capacity-building will be necessary to counter these challenges. While the project created momentum in socio-political terms, the extent of this momentum’s durability will depend on continued political will and community-level engagement.
134. **Sustainability of the institutional and governance framework.** The institutional and governance framework established by the project is a key factor in its sustainability. Mechanisms such as the Vertical Steering Committee and Interministerial Technical Coordination Committee were critical for integrating climate adaptation considerations into broader governance processes. These structures helped align federal and state priorities, providing a foundation for sustained collaboration in climate adaptation.
135. However, the long-term effectiveness of these governance mechanisms is not guaranteed. Institutional capacity at the state level remains a challenge, with limited resources and technical expertise potentially

hindering their ability to sustain project-related initiatives. While the Ministry of Environment and Climate Change (MECC) has demonstrated commitment to institutionalizing these frameworks, the reliance on voluntary staff and constrained funding could undermine their stability. Continued technical and financial investment will be necessary to ensure these governance structures remain active and effective in the future.

136. **Financial sustainability.** The financial sustainability of the NAP project presents both opportunities and risks. The establishment of a Climate Finance Coordination Mechanism was a significant step toward ensuring the continuation of adaptation efforts. However, the project did not secure long-term funding to support its outputs beyond its duration. Stakeholders emphasized that integrating climate finance into Somalia’s national budget and securing additional resources through international climate finance platforms are critical next steps.
137. The current economic constraints faced by Somalia compound these challenges, making financial sustainability uncertain. While the project created a foundation for resource mobilization, building national and state-level capacities to access and manage climate finance effectively will be essential for translating this foundation into action. The risk of financial gaps threatens to limit the implementation of the tools and frameworks developed during the project.
138. **Environmental Sustainability.** The project’s achievements in environmental sustainability include the creation of tools and methodologies for climate vulnerability assessments, early warning systems, and adaptation planning. These deliverables equip institutions with the means to address long-term environmental risks. By incorporating climate considerations into national policies, the project contributed to the preservation of ecosystems and the proactive management of climate challenges.
139. Nevertheless, environmental sustainability is threatened by ongoing environmental degradation, including deforestation, overgrazing, and weak enforcement of environmental policies. While the project addressed these risks at a strategic level, sustained efforts will be required to ensure that its benefits are not eroded by these broader environmental challenges. Strengthening local enforcement mechanisms and community-level engagement will be critical to maintaining progress.

Table 3-11: Sustainability Rating Results

Sustainability	
Overall rating of sustainability	ML
<i>Socio-political sustainability</i>	<i>ML</i>
<i>Sustainability of the institutional and governance framework</i>	<i>ML</i>
<i>Financial Sustainability</i>	<i>ML</i>
<i>Environmental Sustainability</i>	<i>ML</i>

Country ownership.

140. The NAP project demonstrated significant progress in fostering country ownership by aligning its objectives with Somalia’s national climate priorities and embedding its outcomes within institutional frameworks. Key achievements included the development of the National Adaptation Plan (NAP) and its integration with existing policies such as the National Adaptation Program of Action (NAPA) and Somalia’s Nationally Determined Contributions (NDCs). These efforts ensured that the project’s deliverables were directly relevant to national strategies, reinforcing the government’s role in advancing climate adaptation. Stakeholders highlighted that this alignment strengthened national ownership by making the project outcomes central to Somalia’s climate resilience agenda.

141. The engagement of government institutions at both federal and state levels was another critical factor in fostering ownership. Mechanisms such as the Vertical Steering Committee and interministerial platforms facilitated active involvement in decision-making processes, allowing for collaboration across governance levels. Stakeholders emphasized the importance of this inclusive approach, which empowered national and subnational institutions to take responsibility for the project's success. However, some challenges were noted, particularly the need for clearer role definitions and stronger coordination between federal and state institutions. Political differences and varying capacities among these levels occasionally created barriers to cohesive action, which stakeholders identified as areas requiring further attention.
142. Capacity-building initiatives played a pivotal role in strengthening institutional ownership. The project delivered targeted training programs and workshops that equipped government officials with tools to integrate climate adaptation into planning processes. These efforts not only built technical expertise but also increased the confidence of local actors in leading adaptation initiatives. Stakeholders widely acknowledged the importance of these capacity-building activities in embedding project outcomes within national institutions. Nevertheless, resource constraints and ongoing reliance on international expertise were seen as limitations to fully institutionalizing ownership, particularly at the state level.
143. While the project successfully engaged key governmental actors, broader stakeholder involvement, including community-based organizations and civil society, was less pronounced. The participatory approach taken by the project was an important step toward inclusivity, but some stakeholders indicated that deeper engagement with local communities could further enhance ownership and ensure that project outcomes are sustained at the grassroots level. This was particularly relevant for ensuring that vulnerable communities remain active participants in climate adaptation efforts beyond the project's lifecycle.
144. In conclusion, the NAP project made significant strides in fostering country ownership by aligning with national policies, engaging governance structures, and building institutional capacity. However, challenges such as resource limitations, coordination gaps, and insufficient grassroots engagement remain obstacles to sustaining full ownership. Addressing these issues will be crucial to ensuring that Somalia's institutions continue to lead and sustain the climate adaptation efforts initiated by the project.

Gender equality and empowerment of women.

145. The NAP project made significant progress toward gender equality and women's empowerment by integrating gender considerations into climate adaptation planning and implementation. One of the project's notable achievements was the development of the Gender and Climate Change Adaptation Toolkit. This comprehensive resource, created in collaboration with the Ministry of Environment and Climate Change (MECC) and the Ministry of Women and Human Rights Development (MoWHRD), provides guidance for incorporating gender responsiveness into future climate projects and policies. The toolkit is a critical output that institutionalizes gender mainstreaming in climate action and serves as a foundation for long-term progress in this area.
146. Capacity-building initiatives were central to the project's efforts to empower women and promote their active participation in climate adaptation processes. Training sessions were conducted at both federal and state levels, focusing on building awareness of the intersections between gender and climate change. These efforts were designed to increase women's involvement in decision-making and resource management discussions. While stakeholders acknowledged that these initiatives improved awareness and engagement, cultural and systemic barriers continued to limit the full inclusion of women in some areas. These challenges reflect broader societal norms that restrict women's mobility and decision-making power.
147. The project also addressed gender-specific vulnerabilities exacerbated by climate change, such as women's disproportionate exposure to food and water insecurity and heightened risks of gender-based violence (GBV). Through community engagement activities, the project aimed to reduce these vulnerabilities by

ensuring that women were included in the development of adaptation strategies. Stakeholders emphasized that these discussions provided women with an opportunity to contribute their unique perspectives to resource management and planning, although further efforts are needed to amplify their voices and ensure equitable outcomes.

148. Institutional strengthening was another area where the project achieved notable progress. The project enhanced the role of gender focal points within MECC and MoWHRD, promoting institutional accountability for gender-responsive planning. Collaboration between these ministries improved their capacity to simultaneously address gender and climate issues, ensuring that gender considerations were not only acknowledged but operationalized in adaptation planning. Stakeholders noted that this interministerial collaboration was a key driver of the project's success in advancing gender equality within institutional frameworks.
149. Despite these achievements, certain gaps remain. Stakeholders highlighted resource limitations as a challenge to fully addressing systemic gender inequalities. While the Gender and Climate Change Adaptation Toolkit is a robust framework, its practical application at the local level requires additional support to ensure its effectiveness. Persistent barriers, including limited access to education, technology, and financial resources for women, underscore the need for sustained efforts to overcome these obstacles.
150. In conclusion, the NAP project made commendable progress in promoting gender equality and empowering women in the context of climate adaptation. By institutionalizing gender mainstreaming, building capacity, and addressing gender-specific vulnerabilities, the project laid a strong foundation for inclusive climate resilience efforts. However, achieving long-term gender equality will require continued investment, cultural shifts, and enhanced local-level implementation of gender-responsive policies and tools.

Cross-cutting themes

151. **Communication:** The communication strategy of the NAP project played a critical role in achieving its objectives, facilitating knowledge sharing, stakeholder engagement, and public awareness. The project successfully established communication platforms that allowed for effective collaboration between federal and state-level institutions, as well as with civil society and local communities. Regular coordination meetings, stakeholder workshops, and media campaigns were instrumental in disseminating information on climate adaptation strategies and project outcomes. These efforts significantly enhanced awareness of climate change issues among stakeholders at all levels, contributing to the project's broader goals.
152. One of the key communication successes was the creation of mechanisms that facilitated knowledge sharing between stakeholders. Platforms for inter-ministerial and multi-sectoral dialogue enabled the exchange of best practices and lessons learned, fostering a collaborative approach to climate adaptation. These platforms not only supported technical knowledge transfer but also strengthened relationships among government institutions and other actors, ensuring a unified approach to implementing the NAP.
153. Despite these achievements, some challenges in communication were noted. Stakeholders highlighted the lack of a dedicated project website or centralized online portal to streamline information sharing and ensure accessibility to project outputs. While the project established an information management system, its broader use was limited, reducing its potential impact as a tool for disseminating resources and updates. Additionally, some stakeholders mentioned that communication channels could have been more inclusive, particularly for grassroots-level actors who may not have had full access to formal meetings and training sessions.
154. Another limitation identified was the occasional overlap in responsibilities among communication focal points, which created minor inefficiencies in coordinating outreach efforts. Despite these issues, the use of media outlets and targeted community outreach ensured that key messages about climate resilience reached a diverse audience, including vulnerable groups and women. These efforts supported the project's

objectives of inclusivity and awareness-raising, albeit with room for improvement in tailoring communications to local contexts.

155. **Inclusion and Leave No One Behind (LNOB):** The project reflected a strong alignment with the principles of LNOB by prioritizing inclusivity in its design and implementation. Through participatory processes, the project ensured that diverse stakeholders—such as women, youth, and vulnerable communities—were actively engaged in decision-making and capacity-building efforts. This approach enhanced the relevance and inclusiveness of adaptation strategies, particularly for those most affected by climate shocks.
156. However, the project documentation and activities did not explicitly focus on the inclusion of people with disabilities. While the broader emphasis on marginalized groups implicitly aligns with LNOB principles, no specific measures to address the needs of people with disabilities were formulated.
157. **Human Rights-Based Approach (HRBA):** The Somalia NAP project integrated key principles of a human rights-based approach (HRBA), even though this was not explicitly articulated in the project framework. Transparency, accountability, and non-discrimination were central to the project's governance structures, which enabled participation from a wide range of stakeholders at federal, state, and community levels. These participatory mechanisms ensured that adaptation strategies were informed by diverse perspectives and upheld equity in decision-making processes. The project's significant focus on gender equality further demonstrated its alignment with HRBA principles. Similarly, the project provided platforms for marginalized communities to voice their needs and perspectives, fostering inclusive and equitable climate governance.

Progress towards impact

158. The NAP project made substantial progress toward achieving its intended impacts by catalyzing systemic changes in institutional capacity, policy integration, and community resilience. Through the establishment of mechanisms like the Vertical Steering Committee and the Interministerial Technical Coordination Committee, the project strengthened governance structures, creating lasting pathways for climate adaptation planning and resource mobilization. These frameworks not only facilitated collaboration among stakeholders but also provided the strategic foundation for future climate initiatives, ensuring long-term relevance.
159. One of the project's most significant catalytic effects was the knowledge transfer achieved through targeted training and capacity-building initiatives. These activities empowered government officials and other stakeholders with the technical skills needed to address climate vulnerabilities and integrate adaptation strategies into broader governance and development frameworks. Stakeholders noted that the skills and tools provided by the project, such as the climate vulnerability assessments and the Gender and Climate Change Toolkit, have encouraged the replication of best practices across regions, amplifying the project's reach and potential for scaling.
160. The project's impact extended to policy development, with the creation of the National Adaptation Plan (NAP) and related frameworks serving as actionable roadmaps for addressing climate risks. These outputs embedded climate adaptation into national and state-level planning, with an emphasis on gender-sensitive and inclusive practices. Stakeholders highlighted that these policies not only guide current efforts but are expected to influence Somalia's long-term development trajectory, aligning climate resilience with economic and social objectives.
161. At the community level, the project fostered awareness and engagement through participatory planning processes and local consultations. These efforts strengthened social cohesion around climate adaptation, empowering communities to take ownership of resilience-building activities. However, stakeholders emphasized that sustained engagement and investment are necessary to ensure that these community-level impacts are not only maintained but also scaled.

4. Key Findings, Conclusions, Recommendations & Lessons Learned

Key Findings

Key findings related to project design

162. **Alignment with National Priorities:** The project was closely aligned with Somalia's national priorities, including the National Adaptation Programme of Action (NAPA), Nationally Determined Contributions (NDCs), and the National Development Plan (NDP9). This alignment highlighted its relevance to addressing Somalia's climate vulnerabilities.
163. **Incorporation of Lessons Learned:** Lessons from previous initiatives, such as the Cross-Cutting Capacity Development (CCCD) and the NAP Global Support Programme (NAP-GSP), informed the design. These lessons helped in structuring coordination mechanisms and adaptive management strategies to suit Somalia's unique governance and environmental contexts.
164. **Focus on Inclusivity:** The project's design emphasized stakeholder inclusivity, involving federal and state institutions, civil society, universities, and vulnerable groups. Special provisions for engaging women and youth were integrated into the framework.
165. **Results Framework Challenges:** The results framework faced limitations due to some indicators not being fully SMART (Specific, Measurable, Achievable, Relevant, Time-bound). This issue hindered precise monitoring and assessment of progress.
166. **Risk Underestimation:** Political instability, institutional capacity gaps, and data availability risks were acknowledged but underestimated, leading to challenges during implementation.

Key findings related to project implementation

167. **Budget Execution and Financial Efficiency:** The project adhered closely to its budget, with a total allocation of \$2,725,542 across three outcomes. By October 2024, 83% of the budget was executed, reflecting overall efficiency despite delays caused by COVID-19 and political transitions.
168. **Key Deliverables Achieved:** Deliverables such as the National Adaptation Plan (NAP), vulnerability assessments, and gender-sensitive planning tools were successfully completed.
169. **Adaptability to External Challenges:** Despite significant challenges, including delays in centralized procurement processes, the project adapted by shifting activities online during the COVID-19 pandemic, ensuring continuity.
170. **Challenges in Financial Planning (Outcome 3):** Outcome 3, focusing on financial planning, experienced lower execution rates (62.9%) compared to other outcomes due to persistent barriers in mobilizing resources.
171. **Stakeholder Engagement and Coordination:** Federal and state institutions actively participated, although engagement inconsistencies with grassroots stakeholders were noted.
172. **Monitoring and Evaluation (M&E):** The M&E framework facilitated regular tracking and adjustment, though it faced challenges due to the absence of fully measurable indicators.

Conclusions and Lessons Learned

173. The Somalia National Adaptation Plan (NAP) project successfully addressed critical challenges in climate adaptation, achieving systemic progress in institutional capacity, policy integration, and community resilience. One of the project's most notable conclusions is its role in creating governance frameworks, such as the Vertical Steering Committee and the Interministerial Technical Coordination Committee. These structures fostered collaboration between federal and state institutions, ensuring alignment and coordination in climate adaptation planning. The integration of climate adaptation into Somalia's National Development Plan (NDP9) and alignment with international commitments like the Paris Agreement further underscore the project's relevance and strategic vision.

174. Capacity building emerged as a cornerstone of the project's success. Training over 897 federal and state staff (with significant female participation) not only strengthened technical expertise but also fostered inclusivity in climate adaptation. The development of Somali-language training materials ensured accessibility, particularly for marginalized groups and local stakeholders. These efforts, combined with tools like the Gender and Climate Change Toolkit, enhanced institutional and community-level capacity, enabling the replication of adaptation practices across regions.
175. The NAP project also demonstrated adaptability in addressing unforeseen challenges. The COVID-19 pandemic necessitated a shift to remote tools for workshops and stakeholder engagement, which minimized disruptions and maintained project momentum. This adaptability extended to political changes, including the establishment of the Ministry of Environment and Climate Change, with proactive efforts ensuring that institutional transitions did not hinder project outcomes. These adjustments exemplify the importance of resilience and flexibility in project management.
176. Despite its achievements, the project faced challenges that offer important lessons. Delays in centralized UNDP procurement processes hindered the timely mobilization of resources, emphasizing the need for decentralized and context-specific operational frameworks. Additionally, while significant progress was made in developing financial mechanisms like the Climate Finance Coordination Mechanism, further efforts are required to operationalize these systems and secure sustainable funding for long-term adaptation efforts.
177. At the community level, participatory planning processes and local consultations fostered ownership and social cohesion around climate adaptation. However, stakeholders emphasized the necessity of continued engagement and investment to scale these efforts sustainably. The inclusion of gender and youth perspectives in these consultations enhanced the relevance and effectiveness of adaptation strategies, illustrating the importance of inclusivity in achieving impactful outcomes.
178. A critical lesson learned from the project is the value of integrating adaptation into broader governance and developmental frameworks. By mainstreaming climate adaptation considerations into eight key sectors, including agriculture and water management, the project ensured that its outcomes were not isolated but embedded within the broader socio-economic fabric of the country. This approach highlights the importance of cross-sectoral integration in building climate resilience.

Recommendations

Recommendations as follow-up or reinforcement actions for the sustainability of the results achieved.

179. **Ensuring Institutional Frameworks and Knowledge Management Systems Remain Active.** Institutional mechanisms such as coordination platforms and steering committees must continue to function effectively. This can be achieved by allocating resources for their operational needs, ensuring regular meetings, and fostering active participation among federal and state stakeholders. Strengthening these frameworks will maintain the momentum and collaboration necessary for sustained climate adaptation efforts. Simultaneously, the knowledge-sharing tools and resources developed during the project should remain accessible and updated. Manuals, toolkits, and guidelines need to be translated into local languages and widely distributed to stakeholders. The information management system should also be regularly updated to ensure it remains a valuable repository for climate adaptation initiatives.

Implementing Parties: Federal Government of Somalia (FGS), State Governments, Ministry of Environment and Climate Change (MOECC), and technical partners.

180. Expanding Gender Social Inclusion, and Human Rights Measures: The project must reinforce gender mainstreaming and social inclusion practices by institutionalizing them across all activities, emphasizing the principles of Leave No One Behind (LNOB) and a Human Rights-Based Approach (HRBA). Efforts should actively involve marginalized groups, women, and youth in decision-making processes, ensuring that climate adaptation measures address the needs of those most vulnerable to climate risks. Gender-focused workshops, representation quotas, and tailored capacity-building initiatives will foster equitable participation. Additionally, the inclusion of people with disabilities should be explicitly addressed to ensure comprehensive representation and accessibility.

Community awareness campaigns must also continue, localized to address specific regional needs and incorporated into existing governance structures to sustain awareness of climate adaptation strategies over the long term.

Implementing Parties: Ministry of Environment and Climate Change (MOECC), Ministry of Women and Human Rights Development (MoWHRD), civil society organizations (CSOs), women’s and youth groups, disability advocacy organizations, and local governments.

181. Institutionalizing Monitoring and Evaluation (M&E). The M&E frameworks established should become integral to adaptation planning processes. These frameworks should include mechanisms for stakeholder feedback and regular assessments to track the effectiveness of initiatives. This institutionalization will help refine strategies and ensure adaptation plans remain responsive to evolving challenges.

Implementing Parties: MOECC, Ministry of Planning, Investment and Economic Development (MoPIED), UNDP

182. Securing Long Term Financial Mechanisms. Long-term funding is essential for sustaining adaptation efforts. Operationalizing the Somali Climate Fund and enhancing partnerships with private sectors, international donors, and innovative financing initiatives will provide the financial security needed to support both current and future actions. Diversified resource mobilization strategies, including international climate finance and private sector contributions, will be critical to ensure the sustainability of adaptation initiatives.

Implementing Parties: Ministry of Finance, MOECC, GCF, private sector actors.

Recommendations for future directions underlining main objectives

183. Developing Comprehensive and Inclusive Adaptation Policies. Future projects should focus on creating robust adaptation policies that align with both national goals and international frameworks, such as the Paris Agreement and Agenda 2030. These policies must integrate climate adaptation into key sectors like agriculture, disaster risk reduction, and water management, ensuring a cohesive and cross-sectoral approach to addressing climate vulnerabilities.

Implementing Parties: MOECC, MoPIED, Federal-State Committees

184. Scaling Community-Based and Locally- Driven Adaptation Initiatives. Empowering communities through locally driven adaptation initiatives is vital. Efforts should include fostering partnerships with local NGOs, youth groups, and women’s organizations to ensure interventions address community-specific needs. This participatory approach will create stronger ownership and more contextually relevant outcomes. Targeting vulnerable regions, such as drought-prone and flood-affected areas, will further ensure high-impact interventions tailored to specific climate risks.

Implementing Parties: State Ministries, Local NGOs, community-based organizations (CBOs) and Community Leaders, and national/ international technical partners.

185. Promoting Innovation and Technology in Adaptation. Incorporating innovative tools and technologies will enhance future adaptation efforts. These include advanced climate forecasting systems, digital platforms for stakeholder engagement, and modern data management tools. Such technologies will improve decision-making processes and ensure more efficient implementation of adaptation measures.

Implementing Parties: MoECC, Universities, International Development Partners, private sector technology providers.

186. **Strengthening Regional and International Collaboration.** Future directions must include robust regional and international partnerships to learn from successful adaptation practices globally. Collaboration with international climate organizations can provide valuable technical expertise and additional funding. Sharing knowledge and coordinating actions at the regional level will also address shared vulnerabilities and promote cohesive strategies.

Implementing Parties: MOECC, Regional Climate Bodies (e.g., IGAD), UNDP

ANNEXES

ANNEX 1: Terms of Reference of the Final Evaluation



Annex I

Terms of Reference (ToR) Individual Contractor (International) Team Leader, Terminal Evaluation of Support for Strengthening Climate Change Adaptation Planning for the Federal Republic of Somalia

1. INTRODUCTION

In accordance with United Nations Development Programme (UNDP) and the Global Environment Facility (GEF/GCF) Monitoring and Evaluation (M&E) policies and procedures, all full- and medium-sized UNDP-supported GCF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. These are the Terms of Reference (ToR) for the Terminal Evaluation (TE) of the UNDP-supported GCF-financed project titled “Support for Strengthening Climate Change Adaptation Planning for the Federal Government of Somalia” PIMS ID number: 6148/GCF ID number: SOM-RS-001 implemented through the UNDP. The project was approved on 27 August 2020 and is in its *final* year of implementation. These ToR sets out the expectations for the TE. The TE process follows the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects: http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf.

2. PROJECT BACKGROUND AND CONTEXT

Project Summary Table

PROJECT/OUTCOME INFORMATION	
Project/outcome title	Project Title: Support for Strengthening Climate Change Adaptation Planning for the Federal Government of Somalia Somali: Mashruuca Xoojinta Qorsheeynta ku aadan Isbedlka Cimilada heer
Quantum Project ID/ PIMS ID	00120236/PIMS 6148
Corporate outcome and output	The project contributes to the UN Strategic Framework Priorities: <ul style="list-style-type: none"> • Strategic Plan 4: Social Development • OUTCOME 4.2. By 2025, the number of people impacted by climate change, natural disasters and environmental degradation reduced. • OUTPUT 4.2 People Centered environment and climate SMART strategies are put in place for sustainable natural resources management (NRM), including water, forests, rangelands, arable lands, and ocean fisheries.
Country	Somalia

Duration	Project duration in months: 49 months (4yrs. And 1 month) including a No-cost extension of 10 months period.
Region	Geographic zones for project implementation: Mogadishu, Jubaland, Southwest, Hirshabelle, Puntland, Galmudug and Somaliland.
Date project document signed	15 July 2020

PROJECT/OUTCOME INFORMATION		
Project dates	Start: 17 August 2020	Planned end: 14 September 2024
Project budget	GCF: US\$2,957,213.09	
Inception Workshop date:	22 September 2020	
Project expenditure at the time of evaluation	USD\$2,000,000	
Funding source	Green Climate Fund (GCF)	
Implementing party¹	UNDP Government Counterparts: Ministry of Environment and Climate Change, Federal Government of Somalia, Ministry of Environment and Climate Change, Puntland, Ministry of Environment and Climate Change, Somaliland, Ministry of Environment and Climate Change, Galmudug, Ministry of Environment and Climate Change, Southwest, Ministry of Environment and Climate Change, Hirshabelle, and Ministry of Environment and Climate Change, Jubaland. <ul style="list-style-type: none"> • Main Beneficiary: Ministry of Environment and Climate Change (MoECC-FGS) 	

Somalia is among the world’s most vulnerable countries to the impacts of climate change, which are to a large degree the result of poverty, environmental degradation, displacement and conflict. More than 80% of Somalia’s landmass is arid and semi-arid and experiences extreme weather conditions. Historically, drought has been an ongoing issue for the country. The population growth rate is estimated at 2.4% per year, making it one of the highest in the world), while land degradation, deforestation, and climate change remains a key threat to livelihoods of the of pastoralists, representing approximately 60% of the population.

In Somalia, climate change disasters pose a significant threat due to the country's limited resources and weak institutional structures. These limitations hinder both planning and investment in climate adaptation at the Federal and state levels. However, Somalia has demonstrated a strong commitment to overcoming these challenges. Since 2012, the country has actively pursued climate action through key policies and reforms. These include the National Adaptation Programme of Action and the National Climate Change Policy. This proactive approach lays the groundwork for the Green Climate Fund National Adaptation Plan Project.

The objective of the project is to strengthen national and state-level capacity and coordination for climate change adaptation planning and implementation to advance its medium and long-term adaptation planning and develop the National Adaptation Plan (NAP) for Climate Change Adaptation (CCA) in Somalia. The Green Climate Fund (GCF) resources have been used to enable the Government of Somalia to integrate climate change related risks, coping strategies and opportunities into ongoing development planning and budgeting processes.

The significant portion of the project's implementation coincided with a period of compounded crisis in Somalia. Initially, the project experienced a slowdown in 2020 due to the outbreak of the coronavirus disease and the ensuing COVID-19 pandemic in Somalia. On April 15, 2020, the Government of Somalia declared a state of emergency and imposed a lockdown, prohibiting public gatherings, events, and travel within the country. This continued until December 2020. As of December 19, 2020, Somalia had recorded 4,662 cases of COVID-19, resulting in 124 deaths. In response to the COVID-19 pandemic, the Government of Somalia took significant measures to protect its citizens. These included the declaration of a State of Emergency and a Lockdown to minimize the spread of the virus, as well as implementing work-from-home policies to ensure the continuity of national business operations.

¹ The project information and delivery table is added as part of the evaluability assessment of UNDP Commissioned evaluations.

Second, towards the second half of 2020, Somalia entered the election process that slowed down the implementation due to fragile operations at the levels of Federal and Federal member states. The worsened political situation led to shifted priorities by the Government, which affected the implementation timeline of the project while the frequent changes of the government counterparts in environmental portfolio caused additional delays to the project. The political leadership of the country remained focused in negotiations to build consensus around the election process. After the initial political impasse, consensus on the elections process was reached on 27 May 2021 and the elections calendar was released recently. This has improved the political and security situation for wider engagement of stakeholders will help in catching up on implementation delays in the second half of 2021. It is also important to note here that COVID-19 has impacted the national economy, with already vulnerable communities falling further behind in terms of their access to social services and secure livelihoods. The project recognizes this as a challenge and opportunity for rapid implementation that contributes to the recovery efforts with a climate lens making the outcomes sustainable on a medium to long-term timescale.

The Government of Somalia sees the NAP process as a key step towards achieving of its adaptation objectives in line with the revised Intended Nationally Determined Contributions (INDC) that was submitted to the UNFCCC secretariat (UN Climate Change) in December 2023 and updated.

Since 2012, Somalia has taken important initiatives to adopt policies, regulations and institutional structures that are essential in state building process. Those linked to climate actions, include, National Adaptation Programme of Action (NAPA), Initial Nationally Determined Contributions (INDC) Report to UN Framework Convention on Climate Change (UNFCCC), draft National Climate Change Policy, National Environment Policy, draft Environment Act and Initial National Communication (INC) to UNFCCC. At the institutional level, Ministry of Environment and Climate Change, Federal Government of Somalia plays an important role of taking forward environment and climate agenda in coordination with Federal, Federal member states and international organisations.

Building on the recent achievements, Somalia's NAP aimed to help conduct comprehensive medium-and long- term climate adaptation planning through three strategically linked components, each of which contains a set of sub-components with relevant detailed activities. At the end of the project, each of the three components will result in an outcome, including: 1) Robust National institutional coordination and capacity for Climate Change Adaptation (CCA) planning; 2) Enhanced State-level technical capacity for climate change adaptation planning; and 3) Accelerated Financial planning for CCA at national and sub-national level.

The Federal Government of Somalia (FGS) has committed to establishing a national climate change adaptation planning framework to serve as a baseline and to guide future climate change adaptation policies and projects. To achieve its adaptation goals, the FGS and its constituent States must overcome several obstacles, including a lack of institutional coordination and capacity for adaptation planning and implementation at the Federal level, a lack of technical, institutional, and managerial capacity for Climate Change Adaptation (CCA) planning at the state level, and a lack of investment planning and enabling conditions for financing climate change adaptation interventions. The project addresses each of these issues and builds upon the foundation that was created when the country formulated its National Adaptation Programme of Action (NAPA) in 2013. The project also addresses the priorities that were elucidated in the country's Nationally Determined Contribution (NDC) and is consistent with the recently ratified National Development Plan. Finally, the project is consistent with UNDP's Country Programme for Somalia (2018-2020), the Somalia Partnership Agreement (a blueprint to guide international partner efforts), and the GCF's investment priorities.

The overall goal of the project is to strengthen National and State level capacity and coordination for climate change adaptation planning and implementation in Somalia. In line with GCF's definition of outcomes, sub-outcomes and outputs, the project has three primary outcomes, each of which are divided into sub-outcomes and outputs to address the barriers to mainstreaming Climate Change Adaptation in national systems. The outcomes of the project are: i) National institutional coordination and capacity for adaptation planning enhanced; ii) Strengthened capacity for climate change adaptation planning at the state level; and iii) Strengthened financial planning for climate change adaptation. These outcomes are central to the project's Theory of Change to address specific issues and establish structures for climate change adaptation in Somalia.

Outcome 1: National institutional coordination and capacity for adaptation planning enhanced.

- Output 1.1: Legal and institutional framework established.
- Output 1.2: Climate change adaptation capacities and interagency coordination at key agencies strengthened.
- Output 1.3: Tools, methodologies, and information platform to support NAP process developed.

Outcome 2: State-level technical capacity for climate change adaptation planning strengthened.

- Output 2.1: State climate change adaptation frameworks developed and harmonized with the national framework.
- Output 2.2: Preliminary climate change adaptation plans formulated at state level.
- Output 2.3: Climate change adaptation mainstreamed into institutional and governance support at the state level.

Outcome 3: Financial planning for climate change adaptation strengthened.

- Output 3.1: NAP implementation financing plan formulated.
- Output 3.2: Enabling conditions for NAP financing advanced.

The Project was implemented following UNDP's direct implementation modality (DIM) in close consultation with the National Designated Authority (NDA) for Somalia to ensure that the project activities are aligned with strategic national priorities and needs on behalf of the government of Somalia and Ministry of Environment and Climate Change (MoECC) under the guidance of the Project Board since its approval and will come to an end on 14 September 2024. The MoECC is the lead government institution responsible for the NAP process. The UNDP and MoECC worked in close consultations towards the project objectives. UNDP Somalia was accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, oversight, quality assurance and for the effective use of project resources. The Project Board was specifically responsible for approving the multiyear and annual workplan; co-sign the approved multi-year and annual workplans as well as approving and signing the combined delivery report at the end of the year after the approval of the Project Board. The total grant amount of the project is US\$2,725,542. The key stakeholders of the Project include the MoECC, Ministry Planning, Ministry Women

and Human Rights, Ministry of Finance, Ministry of Agriculture, Ministry of Livestock, Somalia Disaster Management Agency (SoDMA) and ministries of environment and climate change at State level.

The Project has achieved significant progress in Somalia. Key accomplishments include aligning climate change adaptation and disaster risk reduction strategies, mainstreaming gender considerations, and establishing a platform for stakeholder engagement in the NAP process. Additionally, state-level reviews and data gathering exercises have laid the groundwork for the development of robust adaptation frameworks. These efforts contribute to enhanced national adaptation frameworks, improved institutional capacity for climate-informed decision making, and the creation of user-friendly tools to guide effective adaptation implementation. Completed vulnerability assessments and established linkages with ongoing programs further strengthen Somalia's ability to address climate challenges and build a more resilient future.

The UNDP GCF NAP Support Project contributes significantly to gender and human rights. The Project is designed to be country-driven, evidence-based, and gender-sensitive. It emphasizes building stronger inclusion, multi-stakeholder collaboration, and gender-sensitive action through the engagement of youth and local communities. The project also aligns with the UNFCCC Gender Action Plan. Geographically, the UNDP GCF NAP Support Project has a broad coverage. The Project's key partners and beneficiaries included MoECC of the FGS, Ministry of Environment and Climate Change, Puntland, Ministry of Environment and Climate Change, Somaliland, Ministry of Environment and Climate Change, Galmudug, Ministry of Environment and Climate Change, Southwest, Ministry of Environment and Climate Change, Hirshabelle, and Ministry of Environment and Climate Change, Jubaland.

Further information about the project can be read at: [Support for Strengthening Climate Change Adaptation Planning for the Federal Government of Somalia | Climate Change Adaptation \(adaptation-undp.org\)](https://adaptation-undp.org)

The UNDP GCF NAP Support Project is closely linked with the Sustainable Development Goals (SDGs). The project is delivered in close cooperation with UNDP's global, regional, and country initiatives on climate, disaster risk reduction, and SDG relevant portfolios especially on Climate Action, National Development Plan, and UNSDCF/Country Programme Document. Finally, the project supports Somalia in aligning with the New Way of Working. This collaborative agreement, led by the UN Somalia Country Office and Humanitarian teams, aims to strengthen the humanitarian-development nexus to end needs while reducing risks and vulnerability to climate change. This alignment ensures that the project's outcomes contribute to the broader sustainable development agenda in Somalia's context.

Gender inclusiveness is indeed central to NAP process. It underscores the necessity for gender mainstreaming in climate change adaptation planning and budgeting. The project recognizes that successful adaptation requires the participation of all Somalis, particularly women. As part of the communication/engagement plan, a focus on gender is integral. During the implementation process, gender concerns are prioritized by:

- Identifying and collecting relevant gender information, especially socio-economic data.
- Sensitizing official beneficiaries about the critical role women play in society and in the adaptation process, and the importance of their involvement in every aspect of this process.
- Engaging women decision-makers in trainings, meetings, workshops, etc.
- Mainstreaming gender sensitivity in project approaches by ensuring meaningful participation of women during climate change impact inventories and the identification of adaptation options, including at the local level.
- Prioritizing, evaluating, and selecting gender-sensitive initiatives and incorporating gender analysis into the project concepts that will inform the project pipeline for further implementation.

3.OBJECTIVES AND PURPOSE OF THE EVALUATION

The Terminal Evaluation (TE) report will assess the project's achievements against expected outcomes, drawing lessons to enhance sustainability and contribute to accelerated development in Somalia. It serves as a forward- looking assessment, examining post-project priority interventions and general recommendations. Key users of this evaluation include UNDP, GCF, government partners, and project stakeholders.

The UNDP Office in Somalia is commissioning an independent evaluation of the National Adaptation Plan (NAP) project. This evaluation aims to evaluate relevance, effectiveness, efficiency, sustainability, and gender integration. It will assess how beneficiaries have benefited from project interventions and provide an impartial assessment of NAP's results.

The evaluation will assess project performance against expectations set out in the project results framework (Annex H). Specifically, it will focus on advancing medium to long-term planning in climate-sensitive sectors related to Country Programme Outcome #4.2: Reducing the impact of climate change, natural disasters, and environmental degradation. The project has implemented three outcomes, and an analysis of achievements across these outcomes is expected.

Additionally, the evaluation will assess the project's contribution to gender equality, women's empowerment, and disability inclusion. Recommendations for gender-transformative impact in future climate change adaptation interventions will also be provided.

- i. In assessing implementation of the project and its alignment with FWA obligations and the UNDP project document, the TE will take into consideration assessment of the project in line with the following evaluation criteria from the [UNDP Evaluation Guidelines](#), along with [guidance](#) provided by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC). Additional evaluation criteria can be assessed at [Project design/Formulation, project Implementation and project Results](#), as applicable.
 - a) Relevance, effectiveness and efficiency and overall project outcome
 - b) Adaptive management
 - c) Stakeholder Participation
 - d) Monitoring & Evaluation
 - e) Delivery Partner (DP) oversight and Executing Entity (EE) execution
 - f) Risk Management, including Social and Environmental Standards
 - g) Coherence in climate finance delivery with other multilateral entities
 - h) Gender equity, women's empowerment and disability inclusion
 - i) Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
 - j) Country ownership
 - k) Unexpected results, both positive and negative.
 - l) Progress to Impact.
 - m) Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- (ii) The Evaluation will look into the Project's processes, strategic partnerships and linkages in the specific country's context that proved critical in producing the intended outputs and the factors that facilitated and/or hindered the progress in achieving the outputs, both in terms of the external environment and risks, crisis caused by the pandemic, as well as internal, including weaknesses in programme design, management and implementation, human resource skills, and resources. It will also assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

The Evaluation of the Project “Support for Strengthening Climate Change Adaptation Planning for the Federal Government of Somalia” will address the following questions, to determine the Project’s relevance, coherence, effectiveness, efficiency, impact and sustainability, including lessons learned and forward-looking recommendations:

Relevance and coherence

- Were the Project objectives relevant to the needs and priorities of the country, having in mind political, social, legal and institutional context of the country?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
- Where the Project’s objectives and implementation strategies consistent with global, regional and country’s environmental policies and strategies, considering GCF and UN/UNDP Strategic Frameworks, and Agenda 2030?
- Based on an analysis of Project stakeholders, the evaluation should assess the relevance of the Project intervention to key stakeholder groups.
- To what extent are human gender equality and social inclusion mainstreamed within the Project? Has this mainstreaming been relevant to the needs of socially excluded groups and both women and men?
- Were adequate steps taken by the Project to adjust its implementation strategy to the new circumstances?
- To what extent has the Project been successful in ensuring complementarity, harmonisation and coordination with other relevant interventions of the FGS and Federal Member State (FMS) and other donors, avoiding duplication of efforts and adding value? To what extent internal coherence was taken into consideration.

Effectiveness

- To what extent have the intended results been achieved? What are the main Project accomplishments? Overview of the Project progress against the result framework indicators is to be provided in an Annex of the Evaluation Report.
- Briefly explain the reasons behind the success (or failure) of the Project in producing its different outputs and meeting expected quality standards? Were key stakeholders appropriately involved in producing the programmed outputs?
- To what extent and how effectively have the Project specific approach and actions contributed to its outputs and outcomes? If so, why? If not, why not?
- What has been the contribution of partners and other organizations to the outcome, and how effective have the programme partnerships been in contributing to achieving the outcome? To what extent has the Project contributed to (i) Country having operational roadmaps and institutions to advance medium to long-term adaptation planning processes in the context of their national development strategies and budgets (ii) Developing and enabling access for FGS and FMS institutions to tools and approaches to support key steps of the National Adaptation Plan (iii) Exchange of lessons and knowledge through institutional cooperation to enhance capacities to formulate and advance the NAP process.
- Has the NAP programme been effective in helping improve climate change adaptation planning in Somalia?

Efficiency

- Have resources (financial, human, technical) been allocated strategically and economically to achieve the Project results? Were the Project activities implemented as scheduled and with the planned financial resources? Is the relationship between Project inputs and results achieved appropriate and justifiable?
- To what extent have the target groups and other stakeholders taken an active role in implementing the Project? What modes of participation have taken place? How efficient have partner institutions been in supporting the Project’s implementation?
- Has the communication and outreach of the Project been satisfactory?

Impact

- Did the Project have a sound M&E plan to monitor results and track progress towards achieving Project objectives?
- What is the Project impact in qualitative as well as quantitative terms from a broader development and system building perspective? What would the development have been like without the Project interventions in the area of concern?
- What are the positive or negative, intended or unintended, changes brought about by the Project's interventions?
- What real differences have the Project interventions made to the beneficiaries? How many people have been affected? Have women and men equally benefited from the Project?
- To what extent are key stakeholders/final beneficiaries satisfied with the implementation and results of the Project, specifically in terms of the partnership support and what are specific remaining issues in the area of concern?
- To what extent has the Project elevated cooperation between relevant institutions?
- How have cross-cutting issues, such as gender equality and reaching the most vulnerable, been effectively taken up?
- What is the mid-term and long-term Project influence on climate change adaptation in the country resulting from the NAP policy frameworks?

Sustainability

- To what extent are the achieved outcomes and outputs sustainable? How could Project's results be further sustainably projected and expanded, having in mind the remaining needs? And by which institutions?
- Are there any social or political factors and risks that may influence positively or negatively the sustenance of Project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the Project results to be sustained?
- Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to utilize the tools, approaches and roadmaps in the development of NAPs?
- What are the innovations/ best practices that need to be further build upon?
- Did the intervention activities aim to promote (and did they promote) positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders? To what extent has the integration of human rights and gender led to an increase in the likelihood of sustainability of Project results?
- What mechanisms have been set in place by NAP to support the Federal Government of Somalia to sustain improvements made through these interventions?

Catalytic role of the Project

- The catalytic role of the GCF interventions is embodied in their approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNDP also aim to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits. The evaluation will assess the catalytic role played by this Project, namely to what extent the Project has:
 - a) catalysed behavioural changes in terms of use and application, by the relevant stakeholders, of capacities developed.
 - b) contributed to institutional changes, for instance institutional uptake of Project demonstrated technologies, practices or management approaches.
 - c) contributed to policy changes (on paper and in implementation of policy).
 - d) contributed to sustained follow-on financing (catalytic financing) from Governments, private sector, donors etc.

- e) created opportunities for particular individuals or institutions (“champions”) to catalyse change (without which the Project would not have achieved all its results).

Future-looking concept and recommendations

- What are after-Project possible priority interventions and general recommendations, which could further ensure sustainability of Project’s achievements and contribute to accelerated development in Somalia, particularly in the context of Agenda 2030?
- What could be possible after-Project priority interventions and general recommendations for the Green Climate Fund and UNDP related to policy influencing, which could further ensure sustainability and scaling up of Project’s achievements?

The evaluation needs to assess the degree to which the Project’s supported or promoted gender equality, a rights-based approach, and human development. In this regard, [United Nations Evaluation Group’s guidance on Integrating Human Rights and Gender Equality in Evaluation should be consulted.](#)

The detailed questions are provided in annex D.

4.TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful. Citation to evidence is required in the reports and in alignment to the [UNEG ethical guidelines.](#)

The TE team is expected to follow an inclusive, participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GCF NDA), the UNDP Country Office, the Climate Hub Regional Technical Advisor, direct beneficiaries and other principal stakeholders.

The evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluation overall specific approach (e.g. contribution, theory of change approach or other) should be detailed in the inception and evaluation report highlighting how these approaches will lead to the required results. Likewise, the data collection and analysis methods and tools. The quality guidelines require review/ re-construction of the theory of change which will support developing the methodology and reviewing the evaluation questions. Stakeholders need to be mapped and the sampling approach needs to be detailed (a representative sample needs to be included).

During the TE process, the TE team is expected to apply the following approaches for data collection, analysis and triangulation of evidence for validation:

- Desk review of relevant documents including, but not limited to:
 - Readiness Proposal, UNDP Social and Environmental Screening Procedure/SESP, UNDP project document, all Biannual and Annual Performance Reports (IPRs/APRs), progress reports, project budget revisions, records of surveys conducted, national strategic and legal documents, stakeholder maps, and any other material that would be useful for this evidence-based assessment.
- Survey/Questionnaires, focus groups and/or key informative interviews with relevant (men and women) stakeholders, beneficiaries, EE’s, possibly national and or local Governments, and where relevant other development partners:
 - Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to (*Federal Ministry of Environment and Climate Change, and Ministries of Environment and Climate Change at FMS level*), executing entities, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, donors etc. Additionally, the TE team is expected to conduct field missions to (*Mogadishu, Hargeisa, Garowe, Kismayo, Baidoa, Dhusamareb and Jowhar*), including the project sites.

- Data collection as needed (government data/records, field observation visits, CDM verifications, public expenditure reporting, GIS data, etc.) to validate evidence of results and assessments (including but not limited to assessment of TOC, activities delivery, and results/changes occurred)

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

5.DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project’s Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in these TOR.

- A full outline of the TE report’s content is provided in ToR Annex C. ToR Annex D provides topics to be covered in the TE report’s Findings section, including proposed questions for the TE team to address.
- The evaluation will cover the whole project period, all the project components and locations.
- The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for project title “Support for Strengthening Climate Change Adaptation Planning for the Federal Government of Somalia” -GCF, PIMS #6148

Monitoring & Evaluation (M&E)	Rating ²
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	

² Outcomes, effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

Options for site visits should be provided in the TE Inception Report.

6.TIMEFRAME

The total duration of the TE will be approximately 30 working days over a period of 2.5 months starting on 23 August 2024. The tentative TE timeframe is as follows:

Timeframe	Activity
21 August 2024	Selection of TE team
25 August 2024	Preparation period for TE team (Introduction, briefing meeting and handover of documentation)
02 September 2024, 4 days	Document review and preparation of TE Inception Report
09 September 2024, 5 days	Finalization and Validation of TE Inception Report; latest start of TE mission
10-25 September 2024, 11 days	TE mission: stakeholder meetings, interviews, field visits, etc.
30 September 2024, 2 days	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
09 October 2024, 8 days	Preparation of draft TE report
13 October 2024, 2 days	Circulation of draft TE report for comments, discussion/incorporation
18 October 2024, 1 day	Incorporation of the last comments on draft TE report into Audit Trail & finalization of TE report and debriefing meeting
25 October, 2024	Preparation and Issuance of Management Response (UNDP CO)
29 October 2024	Expected date of full TE completion

7.TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE.	No later than 2 weeks before the TE mission: (by 09 September 2024)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings.	End of TE mission: (by 30 September 2024)	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes.	Within 3 weeks of end of TE mission: (by 13 October 2024)	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit

4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H).	Within 1 week of receiving comments on draft report: (by 29 October 2024)	TE team submits both documents to the Commissioning Unit
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*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.³ . It is recommended that the evaluator quality assures his draft evaluation report against the [quality check list](#) as part of quality assurance before submitting the draft to UNDP.

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the evaluation manager. The Commissioning Unit for this project’s TE is the UNDP Somalia Country Office (CO).

The evaluator will take responsibility for conducting the evaluation, subject to advance approval of the methodology submitted in the inception report. The consultants will report directly to the designated evaluation manager and focal point and work closely with the project team. Project staff will not participate in the meetings between consultants and evaluands. The programme unit and key stakeholders in the evaluation should review the draft inception report and the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period. Comments and changes by the evaluator in response to the draft reports should be retained by the evaluator to show how they have addressed comments.

The UNDP will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project team will be responsible for liaising with the TE team to provide all key project documentation, set up stakeholder interviews, and arrange field visits, and assist with developing a detailed programme to facilitate consultations, as necessary. The international consultant will work remotely on this assignment, and no travel will be required. The national consultant will work closely with the international consultant to support data collection activities from the project sites. The national consultant's local knowledge and language skills will be invaluable in facilitating the data gathering process. Also, the evaluation team will utilize a range of techniques to interview stakeholders and collect data, including virtual interviews via video conferencing platforms like Skype or Zoom, mobile-based questionnaires and surveys that can be completed by participants in the field, in-person visits by the national evaluator to project sites, where face-to-face interviews, focus groups, and direct observations will be conducted. This mixed-method approach, combining remote and in-person data collection methods, will allow the evaluation team to gather comprehensive and robust information to assess the project’s progress and outcomes. In the case of international travel restrictions and the mission is not possible, the ME team will use alternative means of interviewing stakeholders and data collection (i.e., Skype interview, mobile questionnaires, etc.) including the field visit by the National Evaluator under the International Evaluator’s guidance.

Additionally note that:

- The principal responsibility for managing the TE resides with the Commissioning Unit which will assign the evaluation manager. The Commissioning Unit for this project’s TE is the UNDP Somalia Country Office (CO). Any dispute between parties shall be brought to the attention of UNDP immediately. Changes to the Contract shall be formalized in writing through a Contract Amendment prior to implementation of the change. The UNDP shall not be liable for cost overruns arising from informal agreements.
- The UNDP Somalia CO Head of Programme Oversight and Quality Assurance (POQA) will act as the Evaluation Manager and will be responsible for the oversight of the whole evaluation process ensuring independence of the evaluation process and, that policy is followed. The evaluator will report directly to the Evaluation manager and will work closely with the Project team and the Ministries of Energy and Water Resources (MoEWR) and MoECC of the FGS, Puntland’s Ministry of Environment and Climate Change and the Puntland Water Development Agency (PWDA) and Somaliland’s Ministries of

Environment and Climate Change and Water Resources (MoWR). However, Project staff will not participate in the meetings between the evaluator and evaluands.

- The evaluator shall begin the TE after approval of the methodology submitted in the inception report and shall report to the UNDP Portfolio manager on a weekly basis.
- The UNDP and key stakeholders in the evaluation shall review the draft inception and draft evaluation reports and provide an amalgamated set of comments to the IC within the agreed timeframe. The evaluator shall retain changes made in response to comments made by UNDP on the draft reports to show how the evaluator has addressed the comments. The final report will be approved by the evaluation commissioner.
- The IC shall be required to submit to the UNDP Somalia Procurement Unit a completed and signed IC Statement of Health.
- The IC is required to have a personal laptop computer.

³ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

9.TE TEAM COMPOSITION AND REQUIRED QUALIFICATIONS

A team of two independent individual contractors (Evaluators) will conduct the TE; one team leader with exposure to projects and evaluations at an international level and one national (Somali) team expert. The team leader will be responsible for the overall design and writing of the TE report. The national evaluator will also act as a focal point for coordinating and working with relevant stakeholders at federal and federal member state levels and will work closely with the team leader to support any work as laid out in this TOR.

The evaluators cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document) and should not have a conflict of interest with the project's related activities.

The selection of Evaluators will be aimed at maximizing the overall "team" qualities in the following areas: Team Leader; natural or environmental science background with global/international perspectives and experience in integrated water resource management and the national team expert with experience in environmental and natural resource management in Somalia.

Team Leader

The Team Leader will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Lead will perform the following tasks:

- The team leader will be responsible for the overall design and writing of the TE report
- Lead and manage the evaluation mission.
- Develop the inception report, detailing the evaluation scope, methodology and approach.
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines.
- Lead the team during the evaluation exercise and liaise with UNDP on interview schedules.
- Draft and present the draft and final evaluation reports.
- Lead the presentation of draft findings in the stakeholder workshop.
- Finalize and submit the evaluation report to UNDP.

The National Consultant will perform the following tasks (for information):

- Review documents.
- Contribute to the design of the evaluation methodology.
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation.
- Draft related parts of the evaluation report as agreed with the Evaluation Manager/ Team Leader.
- Assist the Evaluation Manager/ Team Leader to finalize the draft and final evaluation report.

- Perform any other assignment-relevant task assigned to him/her by the Evaluation Manager/ Team Leader.

Required Competencies and Qualifications of the Team Leader Academic

Qualifications

- Minimum master’s degree in climate change adaptation, natural resource management/ environmental management/ business/ public administration, any other related disciplines.

Experience

- At least seven years’ experience in project evaluations for governments, international and local development organisations. Experience on at least one GCF readiness Project and Somalia are assets.
- Strong working knowledge of the UN and more specifically the work of UNDP in support of government.
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M-Measurable; A- Achievable; R Relevant; T-Time- bound) indicators.
- Demonstrated understanding of issues related to gender and climate change adaptation.

Competencies

Corporate Competencies

- Demonstrates integrity and fairness by modelling the UN/UNDP values and ethical standards.
- Promotes the vision, mission, and strategic goals of the UN/UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favoritism.
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Functional Competencies

- (i) Knowledge of; UNDP and GCF mandate, policy, procedures, and programme management; participatory monitoring and evaluation processes, results-based management and strategic planning processes and, UNDP and GEF/GCF monitoring and evaluation policies and guidelines.
- (ii) Excellent analytical skills with ability to analyse, triangulate and synthesize information from different sources and draw key themes and issues from the information to formulate in-depth analytical reports with articulated recommendations.
- (iii) Strong communication skills including the ability to formulate concise reports/edit texts and to articulate ideas in a clear concise style to cross-cultural audiences.
- (iv) Ability to work effectively in a multicultural/multidisciplinary team environment and to interact with national and internal and external actors at all levels with tact and diplomacy.
- (v) Strong organization and time management skills with the ability to work under pressure to meet established timelines with flexibility within cost and quality standards.
- (vi) Knowledge and effective use of computer software, especially MS Word, MS Excel, and PowerPoint.

Language requirement

- Fluent in written and spoken English. Knowledge of any other UN official language is considered an asset.

10.EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG [Ethical Guidelines for Evaluation](#). The TE team must Safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The TE team must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners. Explicit statement of evaluator’s independence from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation.

- 1) Evaluators will recuse themselves from evaluating: (i) any project, program, or activity that they worked on or had line responsibility for the work on, including preparation, appraisal, administration, and completion reporting, or that they had a personal influence or financial stake in, in a previous capacity; or (ii) an entity that they had a significant decision making, financial management or approval responsibility for or personal influence or financial stake in, or in which their future employment is a significant possibility.
- 2) Evaluators will similarly recuse themselves when there is such involvement in a project, program, activity, or entity on the part of immediate family members. They should inform the CO management of any such potential conflict of interest, or potential perception of conflict of interest, before evaluator assignments are finalized.
- 3) If a former staff member or consultant is being considered for a consulting assignment in an CO evaluation, particular care will be exercised by the concerned Professional staff to ensure that the concerned person was not involved, directly or indirectly, in the subject of the evaluation during his/her past term as staff or consultant of the CO.

11. PAYMENT SCHEDULE

The total professional fee shall be converted into a fixed output-based contract payable in three instalments:

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of Drafts #1 and #2 of the TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%⁴:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance and responsive to all quality criteria listed in the UNDP evaluation quality checklist.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

ANNEXES TO THE TE TERMS OF REFERENCE

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Proposed questions for addressing criteria in the TE report's 'Findings section
- ToR Annex E: Evaluation Criteria Matrix template
- ToR Annex F: UNEG Code of Conduct for Evaluators
- ToR Annex G: TE Rating Scales
- ToR Annex H: TE Report Clearance Form
- ToR Annex I: TE Audit Trail

⁴ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

ANNEX 2: List of people interviewed and field visits

Position	Institution	Location	Gender
UNDP, NAP program officer	UNDP	Virtual	Female
Capacity development associate	UNDP	Mogadishu Office	Male
Admin and finance assistant	UNDP	Virtual	Female
Former NAP project manager	Director	Virtual	Male
Former NAP project manager	FAO	Virtual	Male
Project Manager	UNDP	Mogadishu	Male
M&E Specialist	UNDP	Mogadishu	Male
Regional Coordinator	MOECC	Somaliland Office	Male
Head of Office	UNDP	Puntland Office	Male
RCC team members	UNDP	Puntland Office	Male
NDA/MoECC			
Former NDA and NAP focal point		Virtual	
NAP consultant	Consultant	Virtual	
NAP consultant	Consultant		Female
NAP consultant, MoPIED (Planning Ministry)	Ministry	Virtual	Male
Hirshabelle NAP RC	Virtual		
Galmudug NAP RC	MOECC	Ministry Office	Male
Jubaland NAP RC		Ministry Office	Male
Puntland NAP RC		Ministry Office	Male
Southwest NAP RC		Ministry Office	Male
Head Of Section Climate Change			
Ministry Of Water			Male
Ministry of Agriculture			Male
NADFOR	Regional Coordinator		Female
SomGas Private Sectors	Private Sector		Male
Amoud University	University	Somaliland	Male
MOECC		Somaliland	Female
Min of Planning	Ministry	Somaliland	Female
Min of Finance	Ministry	Somaliland	Male
MOECC	Ministry	Puntland	Male
MOIFAR	Ministry	Puntland	Male
MOECCR	Ministry	Puntland	Female

Position	Institution	Location	Gender
MOECC	Ministry	Puntland	Male
MOIFAR	Ministry	Galmudug	Male
Community Member		Galmudug	Female
BIU International University	Academia	Southwest	Female
Degan Development Organization	LNGO	Southwest	Male
MOECC SW		Southwest	Male
MOECC SW		Southwest	Male
CSOs	CSO	Southwest	Female
MOECC SW	Ministry		
Ministry of Women & Human Right	Ministry	Galmudug	Female
Min Of Agriculture CADRI Coordinator		Galmudug	Male
Ministry Of Fisheries		Galmudug	Male
MOECC	Ministry	Jubaland	Female
Agriculture Cooperate Manager	Ministry	Jubaland	Male
Savana Environment & Development Action	Ministry	Jubaland	Female
MOECC	Ministry	Jubaland	Male
Head Of Section Climate Change	Ministry	Jubaland	Male
Ministry Of Water	Ministry	Jubaland	Male

ANNEX 3: List of Revised Information

- Readiness Proposal
- UNDP Project Document with all annexes
- UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
- Inception Workshop Report
- All IPRS/ Annual Performance Reports (APRs)
- Progress reports, work plans
- Oversight mission reports
- Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
- Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
- Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
- Sample of project communications materials
- Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
- List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
- List of related projects/initiatives contributing to project objectives approved/started after GCF project approval (i.e. any leveraged or “catalytic” results)
- Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
- UNDP Country Programme Document (CPD)
- List/map of project sites, highlighting suggested visits
- Project deliverables that provide documentary evidence of achievement towards project outcomes
- Secondary sources and national statistics and online resources etc.

ANNEX 4: Evaluation Matrix

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
Relevance and Coherence	<p>1. What is the project's relevance to national policies and mandates? (scale 1-6)</p> <ul style="list-style-type: none"> • Were the Project objectives relevant to the needs and priorities of the country/state, having in mind political, social, legal and institutional context of the country? • To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives? • To what extent are human gender equality and social inclusion mainstreamed within the Project? Has this mainstreaming been relevant to the needs of socially excluded groups and both women and men? • To what extent has the Project been successful in ensuring complementarity, harmonization and coordination with other relevant interventions of the FGS and Federal Member State (FMS) and other donors, avoiding duplication of efforts and adding value? To what extent internal coherence was taken into consideration. <p>2. What level of consistency is there with respect to other interventions at the international/ national level in the same area? (scale 1-6)</p> <ul style="list-style-type: none"> • Where the Project's objectives and implementation strategies consistent with global, regional and country's environmental policies and strategies, considering GCF and UN/UNDP Strategic 	<ul style="list-style-type: none"> • Review of project documents including National policies and strategies • Key informant interviews • Focus group discussions 	<ul style="list-style-type: none"> - In line with the national priorities mentioned in the UNDP CPD - Existence of a clear relationship between the project objectives and GCF climate priorities? - Degree to which the project supports national environmental objectives - Degree of coherence between the project and national priorities - Appreciation from national stakeholders with respect to adequacy of project - Level of involvement of government and other partners in the design and implementation - Coherence between needs expressed by national stakeholders and UNDP criteria - Strength of the link between project results and the needs of relevant stakeholders - Level of coherence between project expected results and project design and implementation - Degree to which program was coherent and 	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> - Triangulation - Validations - Interpretations - Abstractions

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<p>Frameworks, and Agenda 2030?</p> <ul style="list-style-type: none"> • Were lessons learned from other projects and/or previous phases of the program considered in the project design? • Were adequate steps taken by the Project to adjust its implementation strategy to the new circumstances? Has the project been adequately/sufficiently responsive to the political, legal, economic, institutional, etc. changes that have occurred in the country? 		<p>complementary to nationally and regionally</p>	
<p>Effectiveness</p>	<p>3.To what extent have the expected results and objectives of the project been achieved? (scale 1-6)</p> <ul style="list-style-type: none"> • What are the main Project accomplishments? • Has the NAP programme been effective in helping improve climate change adaptation planning in the country? • Briefly explain the reasons behind the success (or failure) of the Project in producing its different outputs and meeting expected quality standards. • How were the difficulties that limited or jeopardized the achievement of the project objectives overcome? <p>4.Has the participation of key stakeholders in the achievement of the expected results & deliverables been adequate? (scale 1-6)</p> <ul style="list-style-type: none"> • Were key stakeholders appropriately involved in producing the programmed outputs? <ul style="list-style-type: none"> i. Were women, men and/or vulnerable groups sufficiently linked to the project interventions? 	<ul style="list-style-type: none"> • Review of project documents including National policies and strategies • Key informant interviews • Focus group discussions 	<ul style="list-style-type: none"> - Progress towards output indicators and targets of project results framework - Number and kind of beneficiaries involved or benefited -Completeness of risk identification and assumptions during project planning and design -Quality of existing information systems in place to identify emerging risks and other issues -Quality of risk mitigations strategies developed and followed 	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> - Triangulation - Validations - Interpretations - Abstractions <p>Quantitative methods</p> <ul style="list-style-type: none"> - Progress and trend analysis of project planned and achieved targets

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<ul style="list-style-type: none"> • To what extent and how effectively have the Project specific approach and actions contributed to its outputs and outcomes? If so, why? If not, why not? • What has been the contribution of partners and other organizations to the outcome, and how effective have the programme partnerships been in contributing to achieving the outcome? • Have the project implementation processes been participatory? • To what level of satisfaction has the Project contributed to: <ol style="list-style-type: none"> i. Country having operational roadmaps and institutions to advance medium to long-term adaptation planning processes in the context of their national development strategies and budgets ii. Developing and enabling access for FGS and FMS institutions to tools and approaches to support key steps of the NAP. iii. Exchange of lessons and knowledge through institutional cooperation to enhance capacities to formulate and advance the NAP process. 			
Efficiency	<p>5.Has the project been implemented efficiently and in accordance with national and international norms and standards? (scale 1-6)</p> <p><u>a) Financial Efficiency</u></p> <ul style="list-style-type: none"> • Have financial resources been allocated strategically and in a timely manner 	<ul style="list-style-type: none"> • Review of project documents (financial statements) 	<ul style="list-style-type: none"> - Availability and quality of financial and progress reports and its timeliness - Level of discrepancy between planned and utilized financial expenditures 	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> - Triangulation - Validations

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<p>during project implementation and to achieve project results?</p> <ul style="list-style-type: none"> • Were the project activities fully implemented with the planned financial resources? • Is the relationship between the financial resources allocated and the results obtained adequate and justifiable? <p><u>b) Efficiency of implementation</u></p> <ul style="list-style-type: none"> • To what extent have beneficiary groups, partners and other stakeholders contributed additional resources to project implementation? How efficient have partner institutions been in supporting the Project's implementation? • What modalities of participation have taken place during project implementation? <ul style="list-style-type: none"> a. Has the communication and outreach of the Project been satisfactory? • In what proportion (in relation to the total available) were resources (financial, human, technical) used to address inequalities present in the territory and to address gender issues? <p><u>c) Monitoring, Tracking and Evaluation Efficiency</u></p> <ul style="list-style-type: none"> • Did the project have a robust monitoring, follow-up and evaluation plan to monitor results and track progress toward achieving project objectives? • Were project monitoring activities 	<ul style="list-style-type: none"> • Key informant interviews • Focus group discussions 	<ul style="list-style-type: none"> - Planned vs. actual funds leveraged - Cost in view of results achieved compared to costs of similar projects from other organizations - Quality of results-based management, monitoring and evaluation and reporting) - Occurrence of change in project design/ implementation approach - Specific activities conducted to support the development of cooperative arrangements between partners. - Proportion of expertise utilized from international experts compared to national experts 	<p>Quantitative methods</p> <ul style="list-style-type: none"> - Progress and trend analysis of project allocations and expenditures

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<p>implemented in a timely manner and within the available budget?</p> <ul style="list-style-type: none"> How has the M&E tool / system used contributed to the timely and full achievement of project results? 			
Impact	<p>6.What have been the real effects and impacts of the project? (scale 1-6)</p> <ul style="list-style-type: none"> What is the Project impact in qualitative and quantitative terms from a broader development and system building perspective? What would the development have been like without the Project interventions? What are the positive or negative changes, intended or unintended, brought about by the project interventions? What real differences have the project interventions made to the beneficiaries? Have women and men benefited equally from the project? From your point of view, how would you assess the degree of satisfaction of the main stakeholders / final beneficiaries with the implementation and results of the project, , specifically in terms of the partnership support and what are specific remaining issues in the area of concern? To what extent has the project raised the levels of cooperation between institutions involved? How have cross-cutting issues, such as gender equality and reaching the most vulnerable, been effectively taken up? 	<ul style="list-style-type: none"> Review of project documents including secondary sources Key informant interviews Focus group discussions 	<ul style="list-style-type: none"> Type and kind of long term positive and negative, foreseen and unforeseen changes produced by project interventions Level of contribution to gender equality and needs of the disadvantaged groups. 	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> Triangulation Validations Interpretations Abstractions

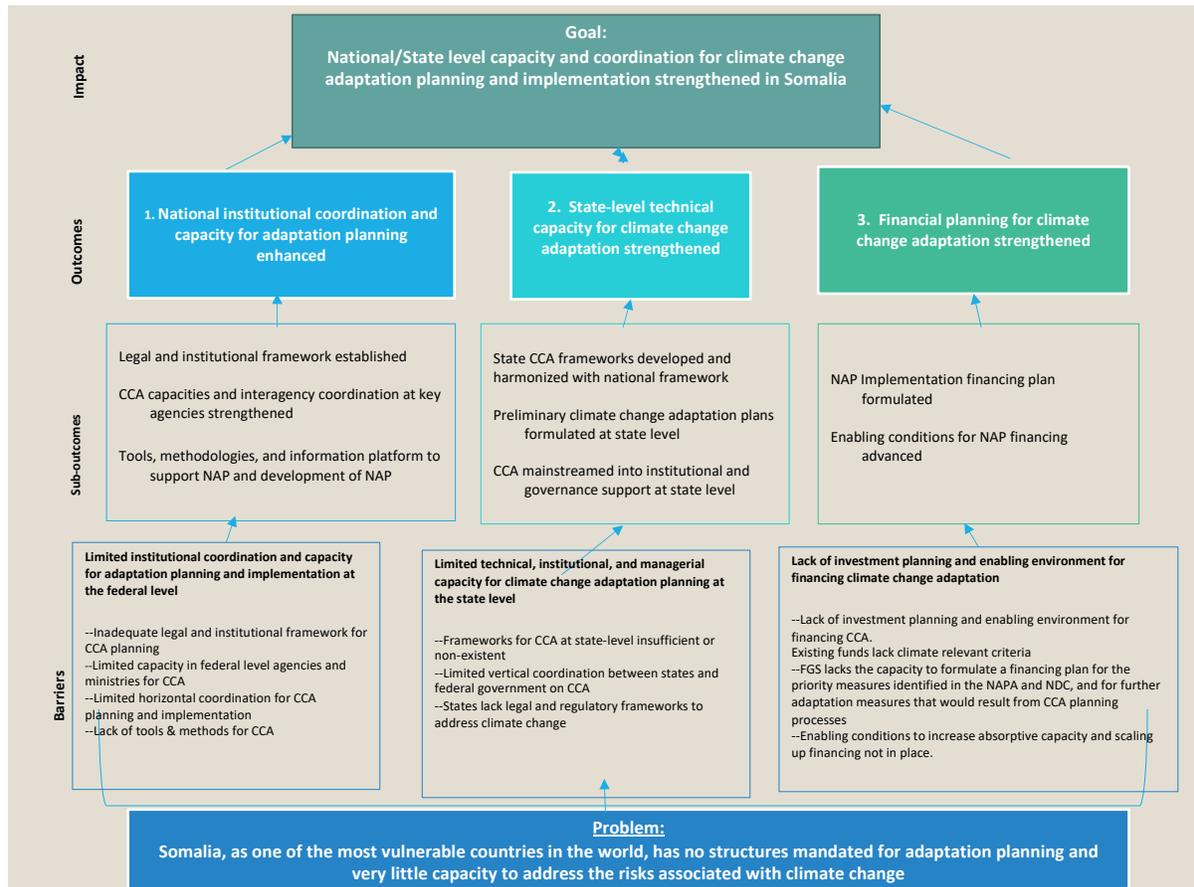
Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<ul style="list-style-type: none"> What is the mid-term and long-term Project influence on climate change adaptation in the country resulting from the NAP policy frameworks? 			
Sustainability	<p>7.To what extent are the project results and deliverables sustainable, and how could the project results be projected and expanded in a more sustainable way? (scale 1-4)</p> <ul style="list-style-type: none"> Are there remaining needs of intervention? If yes, by which institution(s)? Are there any social or political factors and risks that may influence positively or negatively the sustenance of Project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the Project results to be sustained? Are there enough government and other key stakeholder awareness, interests, commitment and incentives to utilize the tools, approaches and roadmaps in the development of NAPs? What are the innovations/good practices that have been implemented under the project that need to be further developed to contribute to its sustainability? Did the intervention activities aim to promote (and did they promote) positive sustainable changes in attitudes, behaviors and power relations between the different stakeholders? <ol style="list-style-type: none"> To what extent has the integration of human rights and gender led to 	<ul style="list-style-type: none"> Review of project documents including secondary sources Key informant interviews Focus group discussions 	<ul style="list-style-type: none"> The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Financial, Social, Institutional and Environmental risks to sustainability of benefits level of ownership of project interventions and availability of mechanisms to carry forward the results attained Availability or plans of an exit strategy to ensure sustainability 	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> Triangulation Validations Interpretations Abstractions

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<p>an increase in the likelihood of sustainability of Project results?</p> <ul style="list-style-type: none"> • What mechanisms have been set in place by NAP to support the Federal Government of Somalia to sustain improvements made through these interventions? 			
<p>Catalytic role of the Project</p>	<p>8.What has been the catalytic role of the project? The catalytic role of the interventions is represented in its approach to support the creation of an enabling environment and to invest in pilot activities that are innovative and show how new approaches can work. In your judgment, select the aspect(s) in which the project has had the more catalytic support:</p> <ol style="list-style-type: none"> i. Favor/accelerate behavioral changes in terms of the use and application of the developed capacities by stakeholders. ii. Contributed to institutional changes, for instance institutional uptake of Project demonstrated technologies, practices or management approaches shared by the project. iii. Contributed to policy changes (on paper and in implementation of policy). iv. Contributed to sustained follow-on financing (catalytic financing) from Governments, private sector, donors etc. v. Created opportunities for particular individuals or institutions (“champions”) to catalyze change (without which the Project would not have achieved all its results). vi. Contribute to social change (e.g. reduction of inequalities between men 	<ul style="list-style-type: none"> • Review of project documents including secondary sources • Key informant interviews • Focus group discussions 	<ul style="list-style-type: none"> - Evidence of institutional uptake of practices or approaches introduced by the project (e.g., policies, frameworks). - Adoption of project results in national or state-level strategies for climate adaptation. - Observable behavioral changes among key stakeholders in terms of climate adaptation planning and implementation. - Degree to which the project facilitated coordination and collaboration between institutions. 	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> - Triangulation - Validations - Interpretations <p>Quantitative methods</p> <ul style="list-style-type: none"> - Progress and trend analysis

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<p>and women, new opportunities for marginalized groups etc., reduce levels of vulnerability to externalities).</p>			
<p>Future-looking concept and recommendations</p>	<p>9.What suggestions can you provide for the successful closure of the project and/or for scaling up / replication / development of new phases of the program?</p> <ul style="list-style-type: none"> • What are after-Project possible priority interventions and general recommendations, which could further ensure sustainability and scaling up of Project’s achievements and contribute to accelerated development in Somalia in the context of Agenda 2030? • What could be possible after-Project priority interventions and general recommendations for the GCF and UNDP related to policy influencing, which could further ensure sustainability and scaling up of Project’s achievements? • What could be done regarding improvement / maintenance / scaling up of the processes of inclusion of the gender perspective and attention to the most vulnerable groups? 	<ul style="list-style-type: none"> • Review of project documents including secondary sources • Key informant interviews • Focus group discussions 	<ul style="list-style-type: none"> - Identification of key priority areas for scaling up project activities beyond the project’s lifecycle. - Level of integration of gender and vulnerable group considerations in future climate adaptation strategies. - Stakeholder alignment on future interventions for climate change adaptation and sustainability. - Number and relevance of concrete recommendations for enhancing project sustainability post-completion. 	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> - Triangulation - Validations - Interpretations - Abstractions
<p>Cross cutting issues (included also within all evaluation criteria)</p>	<ul style="list-style-type: none"> • To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project? • To what extent has the project promoted positive changes in gender equality and the empowerment of women? • Were disadvantaged and vulnerable groups consulted and meaningfully involved in project design and implementation? 	<ul style="list-style-type: none"> • Review of project documents including secondary sources • Key informant interviews • Focus group discussions 	<ul style="list-style-type: none"> - No and ratio of women involved and benefited from project - Availability of gender sensitive indicators in the RF Interventions -No of people from disadvantaged groups involved and benefited 	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> - Triangulation - Validations - Interpretations - Abstractions <p>Quantitative methods</p> <ul style="list-style-type: none"> - Progress and trend analysis

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<ul style="list-style-type: none">• How Cross-cutting issues such as gender, human rights, civil society engagement, Do-No Harm and, conflict sensitivity principles are taken into consideration during project design and implementation.			

ANNEX 5: Theory of Change (proposed by TE consultant)



ANNEX 6: Evaluation Consultant Agreement Form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

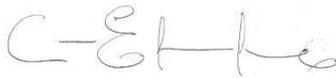
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Carlos Ludeña

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

Signed at Panama on November 15, 2024

Signature:



[Annex 7. Terminal Evaluation Audit Trail](#)
Separate File

Annex 8. Implementation arrangements

