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# SCALING UP ADAPTATION IN ZIMBABWE WITH A FOCUS ON RURAL LIVELIHOODS

## TERMINAL EVALUATION

### Final Report

*Submitted by: Oliver Chapeyama -International Evaluator and Team Leader*

*Lilian Goredema-National Consultant*

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## Project Data Sheet

UNDP PIMS ID	4713
GEF Project ID	4960
Title	Scaling up adaptation in Zimbabwe, with a focus on rural livelihoods.
UNDAF Outcome:	Outcome 4.1: Environmental Management Energy and Climate Change Policies and Systems Developed and Implemented
UNDP Strategic Plan Primary Outcome (Environment and Sustainable Development)	Outcome 2.4: Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented
Expected Country Programme Outcome	Comprehensive climate change and energy policy frameworks developed and implemented
Expected CPAP Outputs	Community livelihoods restored and income generation opportunities for women and youths increased.  Land, natural resources and climate change sustainably managed.
Country(ies)	Zimbabwe
GEF Technical Focal Area	Climate Change Adaptation (GEF-5)
Project Implementing Partner	OXFAM UK
Responsible Parties	SAFIRE, Plan International, UZ
Project Timeframe	Nov 2014-October 2018 (Revised to December 2018)
Implementation Modality	NGO
Project Type	Full Size
Total Project Cost	<b>US\$ 7,680,000</b>  GEF PPG: US\$ 100,000 GEF SCCF Project Grant: US\$3,980,000 Co-financing: US\$ 3,700,000

<p>Co-financing Pledged at Project Inception</p>	<p>UNDP (CO TRAC): US\$ 400,000</p> <p>Oxfam UK: US\$ 500,000</p> <p>Plan Int'l: US\$ 2,500,00</p> <p>Government (EMA) US\$ 100,000</p> <p>Communities (In Kind) US\$ 200,000</p>
<p>Evaluation Team Members</p>	<p><b>Oliver Chapeyama</b>-International Consultant and Team Leader</p> <p><b>Lilian Goredema</b>-National Consultant</p>

## Acknowledgements

The Terminal Evaluation Team would like to express their gratitude to the representatives of the communities who have been at the centre of the implementation of the Scaling Up Adaptation in Zimbabwe with a focus on Rural Livelihoods project for making the time to meet with us and discuss their views and opinions on the project during the field mission.

We also appreciate the time taken by Project Board and Project Technical Team members to attend consultation meetings in Harare. The contributions of the Ministry of Environment and other government entities to this process is also acknowledged.

Finally, the evaluation team recognises that the evaluation exercise would not have been successful without the support provided by the UNDP Zimbabwe Country Office and the facilitation by the Project Management Unit.

Although all the stakeholders we met expressed views and opinions on the project, the evaluation team is responsible for the final contents, including conclusions and recommendations, of this report.

## Executive Summary

This report documents the findings, conclusions and recommendations from the Terminal Evaluation of the Scaling Up Adaptation in Zimbabwe with a focus on Rural Livelihoods Project. The development objective of the project was to scale up climate change adaptation measures and to reduce the vulnerability of rural communities, particularly women, to climate variability and change in the project area which lies in Natural Region V in Buhera, Chimanimani and Chiredzi Districts. For climate change adaptation to take place at scale and sustained over time, the theory of change (elaborated in section 1.2) that underpins this initiative includes learning systems for generating and sharing knowledge on how to strengthen and diversify rural livelihoods in a changing and variable climate, increasing knowledge and understanding of climate variability and change risks and policy mainstreaming.

The project was funded through a GEF SCCF grant of \$3,980,000 which was supplemented by co-financing from various entities to bring the total financing to \$ 16,780,000. The project was implemented over a four year period from November 2014 to December 2018.

The project Objective was to scale up adaptation measures and reduce the vulnerability of rural communities, particularly women, to climate variability and change in the project area of Buhera, Chimanimani and Chiredzi districts of Zimbabwe.

The project objective was to be achieved through the implementation of activities under the following Outcomes:

- (i) Outcome 1: Diversified and strengthened livelihoods and sources of income for vulnerable and smallholder farmers in the targeted project areas.
- (ii) Outcome 2: Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas.

The project targeted improving the livelihoods of 10,100 mainly women-headed households in the three districts.

Project design was based on a Theory of Change which identified three pathways that rural communities can follow for them to build the capacity to effectively adapt to the impacts of climate change and variability. The testing of options for responding to climate change among smallholder farmers and policy makers has laid the foundations for upscaling successful interventions as well as mainstreaming of these into national and district level planning systems. This is particularly so in Climate Smart Villages where a variety of options including sustainable land and natural resources management, climate smart agriculture, energy efficiency initiatives and sustainable water resources management have been tested.

The Terminal Evaluation's conclusion is that the project objective to scale up adaptation measures and reduce the vulnerability of rural communities, particularly women, to climate variability and change has been achieved. Vulnerability assessments conducted as part of project implementation indicate that perceptions of vulnerability to climate change among rural communities in the three project districts have decreased.

The introduction of new agricultural practices such as the development of short value chains linking farmers with private sector entities which guaranteed markets for livestock and other agricultural produce helped create new sources of livelihoods and increased income at farmer level which contributed to improved resilience to the impacts of climate change and variability. The ninety-five

(95) Village Savings and Lending Associations (VSLA) established and strengthened through project support have gone a long way towards providing affordable financing especially to women who previously had no access to this resource. The members of Kupfuma Ishungu VSLA in Chimanimani District testified to the impact these schemes have had which has seen women beginning to accumulate livelihood assets such as small stock which have improved their resilience in the face of climate change.

The Theory of Change also provided for the generation and dissemination of knowledge about the risks of climate change as well as the improvement of the levels of understanding of this phenomenon among rural communities. The design of the project also included a climate services component which was aimed at building the capacities of smallholder farmers and government stakeholders for enhanced provision of climate services. At the community level, farmers were trained to gather and record primary weather related data such as rainfall through the use of rain gauges that were provided by the project. The dissemination of this information at the local level equipped farmers with knowledge about climate trends and risks which enabled them to make informed decisions about their agricultural practices. In addition to this intervention at community level, the University of Zimbabwe DGES provided training on ODK and the use of frontline SMS to Agritex officers, MSD provincial officers and SAFIRE and established automated weather stations which were linked to climate and weather information dissemination systems such as desktop computers and laptops located at district and national level. At the time of the evaluation however, this system was not functional and no weather related advisory notices were being disseminated to participating communities. This aspect of the project was adjudged not to have worked as envisioned due to institutional constraints at various levels.

Overall, the TE rating of the project is that it was **Successful (S)**. The ratings of other aspects of the project are also shown in the Table below.

## Rating of Project Performance

Evaluation Ratings:			
1. Monitoring and Evaluation	Rating	2. IA & EA Execution	Rating
M&E design at entry	S	Quality of UNDP Implementation – Implementing Agency (IA)	HS
M&E Plan Implementation	S	Quality of Execution – Executing Agency (EA)	HS
Overall quality of M&E	S	Overall quality of Implementation/Execution	HS
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	R	Financial resources	L
Effectiveness	HS	Socio-economic	ML
Efficiency	HS	Institutional framework and governance	L
<b>Overall Project Outcome Rating</b>	<b>S</b>	Environmental	HL
		<b>Overall likelihood of sustainability</b>	<b>L</b>

Ratings Scales		
<p><b>Ratings for Effectiveness, Efficiency, Overall Project Outcome Rating, M&amp;E, IA &amp; EA Execution</b></p> <p>6: Highly satisfactory (<b>HS</b>): No shortcomings</p> <p>5: Satisfactory (<b>S</b>): Minor shortcomings</p> <p>4: Moderately Satisfactory (<b>MS</b>): moderate shortcomings</p> <p>3: Moderately Unsatisfactory (<b>MU</b>): significant shortcomings</p> <p>2: Unsatisfactory (<b>U</b>): major shortcomings</p> <p>1: Highly unsatisfactory (<b>HU</b>): severe problems</p>	<p><b>Sustainability Ratings</b></p> <p>4: Likely (<b>L</b>) negligible risks to sustainability</p> <p>3: Moderately Likely (<b>ML</b>): Moderate risks</p> <p>2: Moderately Unlikely: Significant Risks</p> <p>1: Unlikely: Severe risks</p>	<p><b>Relevance ratings</b></p> <p>2: Relevant (<b>R</b>)</p> <p>1: Not Relevant (<b>NR</b>)</p>
<p>Additional ratings where relevant:</p> <p>Not Applicable (N/A)</p> <p>Unable to Assess (U/A)</p>		

## Summary of conclusions, recommendations and lessons

### *Conclusions*

Adaptation measures that have been implemented by the project have contributed to the reduction of the vulnerability of target households to climate variability and change.

Households with secure livelihood asset bases increased due to project interventions from 3.2% with a rating<sup>1</sup> of 4 to 15.2% compared to end of project target of 20%. Livelihood asset base is derived from the household or community having a combination of strategies available such as access to natural capital (water, natural resources), climate smart agricultural practices and technologies, skills and knowledge, training, timely weather and climate information and access to finance and markets. This allows communities to have a broad livelihood asset base to rely on thus reducing vulnerability to climate related and other shocks.

Sustained increase in household agricultural income is dependent upon the provision of sustained, comprehensive support covering training, financing, production, processing and marketing.

The brokering role of community support organisations (government and NGOs) is important in ensuring that communities increase their knowledge and skills for effective engagement with external suppliers and buyers of their produce.

A form of Public, Private, Community and Civil Society partnership model emerged from the SCCA project in all interventions. This lesson can be used in other interventions and sectors for effective delivery of set objectives. This was demonstrated in the value chains (livestock, Michigan Pea Bean, Honey).

The VSLs are a potential model for the creation of a viable localized rural economy as shown in project sites where the members of these entities are investing proceeds in livestock production either as groups or as individuals, in irrigation schemes, nutrition gardens and dry land cropping. VSLs are also establishing social support networks which focus on providing support to vulnerable individuals (orphans and elderly) as mentioned by VSLs in Buhera.

Processing and/or value addition of locally produced commodities is in line with the government vision under ZimAsset and Vision 2030 of value addition based on comparative advantage of a district/province. For example the Michigan Pea bean does well in NRV but requires irrigation. Livestock production is a recommended farming system in semi-arid and arid regions.

Use of pilot sites to demonstrate viability of new innovations before up scaling is important to ensure sustainability and uptake of the innovation through community networks which are trusted (e.g. farmer field schools) than external agencies.

Pilot initiatives that contribute towards national priorities are likely to gain visibility, support and continuity but may face challenges of elite capture thus complicating governance (e.g. Nyanyadzi Irrigation works). Such pilot initiatives can be used for both upscaling of CCA and to leverage policy change towards mainstreaming climate change adaptation.

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<sup>11</sup> The indicator livelihood asset base is on a scale of one to five. The scale is: 5 - Very secure access to livelihood assets; 4 – Secure access; 3 – Moderate access; 2 – Poor access; 1 – No access to livelihood assets

Outcome 2 of the project targeted the promotion of increased understanding of the use of locally relevant weather information generating technologies such as rain gauges and the provision of adequate training and awareness as effective ways of providing locally relevant weather information to enable farmers to make appropriate agricultural decisions. Smallholder farmers at project sites were trained on data collection and recording especially with respect to rainfall and soil moisture data. Information obtained in this way is more readily used as there is ownership through manning, recording, analysis and dissemination by local persons. Training was also provided to extension workers to enhance their capacity for interpreting weather data to smallholder farmers. Locally generated climate information was expected to be complemented by the generation of weather advisory services generated at national level through the University of Zimbabwe's Department of Geography and Environmental Sciences and the Meteorological Services Department which were to be disseminated to the local farmers through extension services. This aspect of Outcome 2 did not work as planned due to capacity limitations.

Most of the pilot initiatives funded under the SCCA project have started generating results and still require institutional and programmatic support for them to be sustainable. Support is still required for strengthening community project management systems. Institutional strengthening will also be required among some of the groups involved in value chains.

### *Lessons Learned*

In addition, a number of useful lessons have been generated from the implementation of the SCCA project. These lessons will be important for the design of similar projects addressing similar problems and for informing what implementing agencies should do with the results generated to date. These are discussed below;

1. Rural community groups understand the implications of climate change and they will participate in projects that address threats to their livelihoods if they realise benefits from their efforts.
2. Responses to climate change should be guided by local and national priorities to ensure the participation of all stakeholders.
3. Participatory planning processes promote more long-lasting impacts among beneficiary communities. The approach adopted under the SCCA project to involve community groups in the project design and implementation has resulted in community groups at the pilot sites owning the project which bodes well for sustainability.
4. Climate change adaptation needs to be mainstreamed into development planning initiatives at various planning levels for the results from the initiatives to be sustainable over the long term. The integration of climate change adaptation initiatives into district and national planning levels will guarantee the long term institutionalization of this approach to development.

### *Recommendations*

One of the primary objectives of the SCCA project was the mainstreaming of climate change adaptation strategies into the policy making processes at various administrative levels. The project has yielded a lot of useful lessons which can be used to influence development planning policies and practice to ensure climate change adaptation is taken into account as development planning policies are developed in all relevant sectors of government.

***Recommendation 1: It is recommended that UNDP and the Climate Change Directorate at the Ministry of Lands, Agriculture, Water Climate and Rural Resettlement consider packaging the***

*lessons learned from the SCCA project into policy briefs for use in informing national level decision makers about the implications of climate change for national development planning.*

The SCCA project has supported a number of pilot initiatives which have started yielding results which might not be sustainable if left unsupported after the project stops. Aspects of the project such as institution building at community level still require additional support as the institutions created to date are not mature enough to stand on their own and perform their intended functions without external support.

***Recommendation 2: It is therefore recommended that UNDP and Oxfam package these results and pass them on to successor projects to be implemented in the same districts for continued support to these aspects.***

The SCCA project has supported sixty-three (63) pilot projects covering all adaptation approaches. These include 25 community gardens, 9 CSVs, 6 demo plots, 22 baby value chain demo plots and 1 honey value chain project. Some community groups involved have however not mastered the intricate management and negotiation skills that are involved in building and maintaining these value chains. Relationships created between community groups and private sector entities could therefore working to the disadvantage of community groups if management capacities at community level are not adequately strengthened. There will therefore be need for continued external backstopping by appropriate government extension services working with the private sector entities to ensure scalability and sustainability of these initiatives over the long term.

***Recommendation 3: It is recommended UNDP engages with the relevant government entities responsible for enterprise development as well as private sector companies providing market linkages to ensure that these nascent business enterprises are supported beyond the life of the project. Institutional capacity building support at community level should be provided to facilitate increased income flows into the communal areas of the country as a way of promoting their participation in the mainstream national economy.***

Climate information is not always packaged in formats that smallholder farmer communities easily understand. This has resulted in climate information documented under SCCA not being communicated for use by farmers in the project sites.

***Recommendation 4. Follow-on projects should collect all the climate information collected under SCCA and package it in formats that communities understand. Consideration should also be given to the use of local languages in drawing up weather advisories in line with the decision taken by SADC.***

There is the looming threat of successful value chains such as livestock and agriculture value chains being captured by the elites in the communities.

***Recommendation 5. Value Chains need further support beyond the project as the institutions established to manage them at community level are not fully established.***

Development planning at district level has largely been sector based which has not yielded sustainable results to date.

***Recommendation 6. The CSV concept should be institutionalised as an approach to district development planning process. This is particularly important in the context of the recently***

***announced policy of devolution of the responsibility for development planning to provinces in Zimbabwe.***

Smallholder initiatives such as CSV and community financing need continued support especially as they relate to the building of resilience and adaptation to climate change and adaptation.

***Recommendation 7. GEF SGP will be operational in Chimanimani District in the next cycle. It is recommended that the programme should engage successful VSLs and CSVs and support them with training and larger financial facilities to make them sustainable.***

Market linkages between smallholder farmers and private sector entities are not fully developed as the project reaches closure. Community groups still require support with building of negotiation skills.

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## List of Acronyms and Abbreviations

AGRITEX	Agricultural Technical and Extension Services
APR/PIR	Annual Project Report / Project Implementation Report
ATLAS	UNDP tracking system
AWP	Annual Work Plan
CA	Conservation Agriculture
CPAP	Country Programme Action Plan
CSO	Civil Society Organisation
CSV	Climate Smart Village
DRR	Disaster Risk Reduction
DRSS	Department of Research and Specialist Services
EMA	Environmental Management Agency
EMA	Environmental Management Agency
ENSURE	Enhanced Nutrition Stepping Resilience and Enterprise
GCF	Global Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GNU	Government of National Unity
HACT	Harmonised Approach to Cash Transfers (UNDP)
ICIPE	International Centre for Insect Physiology and Ecology
IP	Project Implementing Partner (NGO Oxfam)
LDCF	Least Developed Countries Fund
LFA	Logical Framework Analysis
M&E	Monitoring and evaluation
MSD	Meteorological Services Department
MTR	Mid-term Review
NCCRS	National Climate Change Response Strategy
NCSA	National Capacity Self Assessment

NGO	Non-Governmental Organization
NR V	Natural Region Five
NRM	Natural Resources Management
PCA	Project Cooperation Agreement (between UNDP & the IP)
PB	Project Board
PIF	Project Identification Form
PIMS	Project Information Management System
PRF	Project Results Framework (Logframe / Strategic Results Framework)
RCU	Regional Coordination Unit
RDC	Rural District Council
RP	Responsible Party (ies) (sub-contractors to IP)
SADC	Southern African Development Community
SAFIRE	Southern Africa Alliance for Indigenous Resources
SALT	Supporting African Life Trust
SAZ	Standards Association of Zimbabwe
SCCA	Scaling Up Climate Change Adaptation Project
SCCF	Special Climate Change Fund
SECA-LCCRDP	Supporting Enhanced Climate Action for Low Carbon Climate Resilient Development Pathway
SHG	Self Help Group
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SME	Small to Medium Size Enterprise
TE	Terminal Evaluation
ToR	Terms of Reference
USAID	United States Agency for International Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme (GEF Implementing Agency, co-chair of PB)
UNDP CO	UNDP Country Office
UNEG	United Nations Evaluation Group

UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
UZ-DGES	University of Zimbabwe Department of Geography and Environmental Sciences
VSLA	Village Savings and Lending Association
ZimAsset	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZIMVAC	Zimbabwe Vulnerability Assessment Committee
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

# 1. Introduction

## 1.1 Project Background

The Government of Zimbabwe has been implementing the UNDP GEF funded **Scaling Up Adaptation in Zimbabwe with a focus on Rural Livelihoods Project** since November 2014. The original project implementation time frame was over a four year period up to October 2018 but this was extended, first to December 31, 2018 and then to March 30, 2019 to accommodate the performance of this Terminal Evaluation. The project's development objective was to scale up the climate change adaptation pilot initiatives that were implemented under the Special Climate Change Fund 1 project and to reduce the vulnerability of rural communities, particularly women, to climate variability and change in the areas of Buhera, Chimanimani and Chiredzi Districts which lie in Agro-ecological Region V. This development objective was to be achieved through the implementation of activities under the following Outcomes:

- (i) **Outcome 1:** Diversified and strengthened livelihoods and sources of income for vulnerable and smallholder farmers in the targeted project areas.
- (ii) **Outcome 2:** Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas.

The end of project target was the improvement and creation of sustainable livelihoods of 10,100 mainly women-headed households in the three districts. Livelihoods are considered to be sustainable when communities can cope with and recover from stresses and shocks and maintain or improve their capabilities and assets both now and in the future, while not undermining the natural resources bases upon which they depend.

Oxfam UK in Zimbabwe was the designated project Implementing Partner working with Plan International, SAFIRE and University of Zimbabwe as Responsible Parties. Government of Zimbabwe is also implementing the Integrated Planning Systems Project through the Environmental Management Agency (EMA). This project, which focuses on mainstreaming climate change considerations into national and district level planning processes is managed as a parallel project jointly managed through the same Project Board as the project under review.

## 1.2 The Project Theory of Change

At the Project Design stage it was recognised that climate change adaptation at scale and its adoption by smallholder farmers over time are underpinned by a Theory of Change which identified three inter-related pathways, namely (i) the need for pilot testing of adaptation response options and required support services among smallholder farmers and policy makers; (ii) the generation of knowledge and promotion of understanding of climate risks; and (iii) the building of capacity among relevant institutions to mainstream climate change adaptation. The Theory of Change for the SCCF funded project is depicted in the flow chart in Annex 2. The third pathway focusing on institutional capacity building for mainstreaming of climate change adaptation at national level was supported through the Integrated Planning Systems project which was funded by UNDP and the Environmental Management Agency.

### 1.3 Purpose of the Evaluation

The project will close by March 30th and, as per the GEF policy, is due for a Terminal Evaluation. This report presents a record of the findings of the Evaluation which commenced in December 2018. This Terminal Evaluation (TE) has been initiated by UNDP as a standard requirement for all UNDP implemented, GEF financed projects.

- In the “Guidance for Conducting Terminal Evaluations of UNDP Supported, GEF Financed Projects (2012)”, such evaluations serve the following purposes: to promote accountability and transparency, and to assess and disclose the extent of project accomplishments;
- To synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities;
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues;
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits; and
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

The evaluation was conducted in accordance with the UNEG Ethical Guidelines for Evaluators which protect the anonymity and confidentiality of all stakeholders who were interviewed during the process.

### 1.4 Scope and Methodology of the Evaluation

The evaluation was conducted in accordance with the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects (2012), the Guidance for GEF agencies in conducting Terminal Evaluations (2012) as well as the Terms of Reference (ToRs) provided for the TE assignment. The guidelines require that all project evaluations assess the following criteria: **Relevance, Effectiveness, Efficiency, Sustainability and Impacts.**

These evaluation criteria were assessed using the matrix shown in Table 1 below.

**Table 1: Evaluation Criteria Matrix**

Evaluative Criteria	Questions	Indicators	Sources	Methodology
<b>Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?</b>				
Relevance of the project to the GEF Climate Change	<ul style="list-style-type: none"> <li>▪ How does the project support the objectives of the UNFCCC?</li> </ul>	<ul style="list-style-type: none"> <li>▪ UNFCCC priorities and areas of work incorporated in project</li> </ul>	<ul style="list-style-type: none"> <li>▪ UNFCCC website</li> <li>▪ National CC policies</li> <li>▪ UNFCCC National</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviews with GEF Focal Point, UNDP-CO and Project Team</li> </ul>

Focal Area.	<ul style="list-style-type: none"> <li>▪ Does the project support other international Conventions</li> </ul>	<ul style="list-style-type: none"> <li>▪ design</li> <li>▪ Status of implementation of UNFCCC in Zimbabwe</li> </ul>	Report	<ul style="list-style-type: none"> <li>▪ Review of relevant documents</li> </ul>
Relevance of the project to national environment and development priorities	<ul style="list-style-type: none"> <li>▪ How did the project support national and local environment and development planning priorities?</li> <li>▪ To what extent does the project promote local and national stakeholder participation?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Relationship between project and national priorities</li> <li>▪ Degree of integration of cross-sectoral development priorities in project design</li> </ul>	<ul style="list-style-type: none"> <li>▪ National economic development plans and policies</li> <li>▪ National vision statements</li> <li>▪ Multisectoral development plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of economic development plans and strategies</li> <li>▪ Interviews with national, district and local stakeholders</li> </ul>
Priority development concerns at national, district and local levels and how the project addressed them	<ul style="list-style-type: none"> <li>▪ Does the project have synergy with national and sectoral programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Extent to which the project supports objectives of national development plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ National development plans</li> <li>▪ National vision statements</li> <li>▪ District development plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of development plans</li> <li>▪ Interviews with UNDP and Project Managers</li> </ul>
Relevance with respect to other donor-supported projects in the country?	<ul style="list-style-type: none"> <li>▪ How does the project complement similar initiatives in the country?</li> <li>▪ To what extent were lessons from other sectoral projects used in the design of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use of lessons learned from other projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Monitoring reports</li> <li>▪ Project Implementation reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviews with Project Managers and UNDP-CO</li> <li>▪ Document reviews</li> <li>▪ web searches</li> </ul>

	the project?			
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>				
Has the project been effective in achieving project Objectives and Outcomes	<ul style="list-style-type: none"> <li>▪ To what extent has the project achieved its objectives and Outcomes ?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Progress towards Objectives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Progress Reports</li> <li>▪ Evaluation reports</li> <li>▪ Financial audits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of reports</li> <li>▪ Interviews with stakeholders</li> <li>▪ Scan of project documents from other regions.</li> </ul>
How has the IP managed risk in project implementation?	<ul style="list-style-type: none"> <li>▪ How clear is the definition of risks and assumptions in the project document?</li> <li>▪ To what extent has the project implementation addressed the risks and assumptions?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk and assumption matrix developed</li> <li>▪ Means of identifying emerging risks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitoring and evaluation reports</li> <li>▪ Project audits</li> <li>▪ Annual/Periodic progress reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholder engagement reports</li> <li>▪ Review of progress reports</li> <li>▪ Review of government policies</li> </ul>
Key bottlenecks experienced during project implementation?	<ul style="list-style-type: none"> <li>▪ Are all stakeholders effectively engaged in project implementation?</li> <li>▪ Are there any policy changes during project implementation?</li> <li>▪ Are financial and human resources required for project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Level of stakeholder engagement</li> <li>▪ Project management capacity</li> <li>▪ Availability of resources for project implementation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project implementation agreements</li> <li>▪ Stakeholder engagement protocols</li> <li>▪ Project documents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Implementation Reports</li> <li>▪ Review of national development framework reports</li> </ul>

	implementation available?			
<b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>				
Has project been efficiently managed?	<ul style="list-style-type: none"> <li>▪ What is the quality of project management available?</li> <li>▪ Have there been capacity building initiatives associated with the project?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adaptive management capacity at Project Management Unit</li> <li>▪ Response mechanisms in place for project management.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Implementation profiles</li> <li>▪ Project management review reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review project management reports</li> <li>▪ Interviews with UNDP-CO</li> <li>▪ Interviews with Project Management entities.</li> </ul>
How efficient are the partnership arrangements in project implementation?	<ul style="list-style-type: none"> <li>▪ To what extent do partnership members collaborate in project implementation?</li> <li>▪ How much information is shared among partners?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Degree of synergy among project implementation partners.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project implementation reports</li> <li>▪ National Communication Reports</li> <li>▪ National Development Strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of project documents</li> <li>▪ Periodic joint planning sessions involving project implementing agents.</li> </ul>
Involvement of local expertise in project management.	<ul style="list-style-type: none"> <li>▪ To what extent is project management driven by local experts?</li> <li>▪ Was availability of local expertise considered at project design stage?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Extent of local capacity for project management been enhanced by the project?</li> <li>▪ Extent of involvement of women in project management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gender Analysis Reports</li> <li>▪ Project Implementation Reports</li> <li>▪ Project Audit reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of stakeholder involvement reports</li> <li>▪ Review of project documents;</li> </ul>
<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>				

What are the major threats to sustainability of project outputs?	<ul style="list-style-type: none"> <li>What is the likelihood of the project continuing after external support stops?</li> </ul>	<ul style="list-style-type: none"> <li>Availability of financial resources beyond project life span</li> <li>Extent to which the project Theory of Change has remained relevant during implementation</li> </ul>	<ul style="list-style-type: none"> <li>Project implementation documents</li> <li>Project Audits</li> </ul>	<ul style="list-style-type: none"> <li>Document reviews</li> <li>Interviews with UNDP-CO</li> </ul>
How has the project integrated local expertise in project implementation?	<ul style="list-style-type: none"> <li>What project management training has been offered to local stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>Quality of human expertise available</li> <li>Extent of Local control of management positions</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>Staff audits</li> <li>Implementation agreements with local entities</li> </ul>	<ul style="list-style-type: none"> <li>Project document reviews</li> <li>Review of project audits reports.</li> </ul>
Will the processes initiated by the project continue without project facilitation and presence?	<ul style="list-style-type: none"> <li>To what extent will local beneficiaries continue implementing the project after support ceases?</li> <li>Whose idea was it to develop the project?</li> </ul>	<ul style="list-style-type: none"> <li>Extent of streamlining of project outputs/outcomes into district and national development planning processes</li> </ul>	<ul style="list-style-type: none"> <li>Project implementation agreements</li> <li>Project annual reports</li> </ul>	<ul style="list-style-type: none"> <li>Review of project agreements</li> <li>Assessment of degree of understanding of project concepts by local beneficiaries</li> </ul>

As directed by the Terms of Reference, the evaluation was conducted in a consultative and participatory manner in close liaison with the Government of Zimbabwe entities at national and district level, the Climate Change Directorate, the UNDP Country Office, the Project Team and key stakeholders that were involved in the design and implementation of the project.

The evaluation was conducted through the following stages and processes: an ***Inception Phase*** including document review; a ***Project Review Phase*** including stakeholder consultations and data

gathering and analysis, data compilation and validation of initial findings and a **Report Production Phase**. Draft reports from the evaluation were also shared with the cognisant UNDP Regional Technical Advisor for guidance as required.

In the Inception Phase the consultants reviewed all available project documents including the Project Identification Form (PIF), UNDP Initiation Plan, the Project Document, the Project Inception Report, and Project Implementation Reports including the Mid Term Review report, the GEF Focal Area Tracking Tools, Financial Reports and minutes of meetings of the Project Team to obtain an understanding of the project logic. National and district development plans where these were available, were also reviewed to establish the context within which the project was being implemented. This Phase concluded with the production of an Inception Report which detailed the consultants' understanding of the assignment, methodology and set clear timelines for deliverables from the assignment. This report was submitted to the Government of Zimbabwe, UNDP Country Office and Oxfam UK for review and comments.

In the Project Review Phase the consulting team met with the UNDP Country Office and Oxfam principals representing the Project Team before embarking upon visits to selected sites in the field. At this national level, discussions were focused on reviewing issues of a strategic nature such as the project design and Results Framework, its relevance to national development objectives and project management and implementation arrangements to assess progress made towards targeted results. The team had also intended to conduct key informant interviews with Harare-based stakeholders at EMA, MSD, University of Zimbabwe, AGRITEX, Department of Irrigation and Mechanisation and Climate Change Department before the field visit but all these stakeholders were unavailable due to other commitments. These consultations had to be postponed to after the field visit to coincide with a joint Project Board meeting. A field mission was conducted from 10- 21 December 2018 to the three participating districts as per field mission itinerary reflected in Annex 2. Interviews were conducted with members of the Project Team and other district level stakeholders to establish the extent to which the project has delivered against its intended objectives. As shown in Annex 2, the evaluation team visited fifteen field sites in the three project districts of Chimanimani, Buhera and Chiredzi where they consulted with 260 project beneficiaries (121 men and 239 women) out of a target of 300 that had been agreed in collaboration with the Project Team.

The selection of the sites that were visited was based on the following considerations:

- time constraints for the field mission (~1.5-2 days per district)
- Number of wards involved in the project (Chimanimani has 8, Chiredzi has 9, and Buhera has 3). Sites within each district were selected using a thematic framework of the key interventions of the project namely; integrated catchment management, water resources, natural resources and ecosystems management, disaster risk reduction (DRR) and livelihoods enhancement. Project sites visited are stated in the attached proposed field visit itinerary (Annex C). The underlying assumption was that the sites identified in agreement with UNDP and the IP (Oxfam) would be fully representative of all project elements. Distances between sites and ease of access were key determinants of the geographic spread of the sites that were visited.
- Number of participating households. Individual households to be interviewed were selected on the basis of the type(s) of interventions that have been adopted at household level within a climate smart village. The spread of interventions covered livelihoods, water harvesting, ecosystems management and conservation farming practices. Lead farmers in the key practice

areas were identified during focus group discussions as well as with the assistance of district facilitators and targeted for more intensive one-on-one interviews..

The TE team also took into account the need for interaction with stakeholders that are considered to be not so successful to establish the reasons for their poor performance. These were identified based on the beneficiary records of the implementing partners.

In addition to community beneficiaries, the TE also consulted with the private sector partners such as Lion Finance, who played an important role in the development of the various product value chains. Most of these were consulted on a rolling basis through the evaluation process with a deliberate focus on Harare based entities due to ease of access to these organizations.

The TE team used a triangulation approach combining field observations, informal discussions with the implementing agencies (government and NGOs) and beneficiaries at community level. Sampling was stratified by the project theme or key interventions and by type of stakeholder (district, community, government, NGO, community committees, farmers or members). The evaluation was therefore structured to make sure that the following groups were covered during field visits: focus group discussions with farmers in climate smart villages who are in groups such as the VSLs, nutrition gardens, livestock rearing, irrigation schemes and district project steering committee members; key informant interviews with selectively identified informants such as widows participating in groups, female and male committee members, officials of key government departments, traditional leaders and the district facilitators. Targeted household interviews were held with randomly selected participating households as stated in the Terms of Reference for the Terminal Evaluation.

During the field mission, visits were paid to pre-selected project implementation sites agreed with the client for the consulting team to conduct interviews with project implementation agencies and project beneficiaries to assess progress made towards meeting project targets. The consultants used various techniques including observation during site visits, focus group meetings, and individual interviews and consultations. Where some stakeholders could not be met with in the field they were contacted via telephone. The TE team arranged four focus group discussions per district. These involved leaders / committee members involved with three interventions from the following clusters: community gardens, beekeepers, value chain producer groups (crops, livestock, and natural resources – honey production, nurseries), and financial self-help groups). As far as was possible, for each site visited, at least one female, one male and youth /disabled household head or representative was interviewed.

Representatives of the Oxfam and the responsible party for each district (SAFIRE in Buhera and Chimanimani and Plan International in Chiredzi) participated in the field mission where they assisted with identification of project beneficiaries and clarification of issues with project delivery.

The extent to which the Project Logframe (indicators) was used to guide project implementation was also used as a basis for assessing progress towards the goals set at design stage as amended at the Midterm Review stage. In addition, the evaluation used the Project Theory of Change to assess progress towards objectives. Specifically, the evaluation assessed the following aspects of project implementation: Monitoring and Evaluation strategy, the performance of the implementing agencies, financial management, the extent to which the project has achieved intended outcomes with a special focus on the criteria of relevance, effectiveness, efficiency and sustainability as discussed above.

The TE team used the household survey conducted by Oxfam in June 2018 to identify key household trends for the sample beneficiaries on parameters such as gender involvement and benefits.

UNDP considers gender considerations in project interventions as critical. The evaluation team made deliberate efforts to ensure that they interviewed both male and female stakeholders during consultations to assess the extent to which the project took into account gender dimensions of development at the local level. In addition, the team also took into account the implications and possible effects of cultural practices such as the restriction of access to land by women and taboos that limit women's participation in projects such as bee keeping on the extent to which the project contributed to the empowerment of women and other marginalised groups.

The evaluation team recognise that project results usually take long to produce discernible impacts on targeted beneficiaries and their immediate environment. Due to this, the team focused on assessing any evidence of improvement in the baseline conditions which were the basis for the intervention and recording these as progress towards impact.

Initial findings from the assessment were collated and presented in a debriefing report to UNDP-CO and the Climate Change Directorate in the Ministry of Agriculture, Lands, Water, Climate and Rural Resettlement. The debriefing report was then used as the basis for the production of the draft evaluation report.

The main challenge of the evaluation was the limited time in the field to conduct household level interviews, long travel distances as well as recent staff movements in one of the responsible partner organisation. Despite these challenges, the evaluation team is confident that these challenges did not necessarily compromise the quality of the assessment. This is primarily due to the fact that the Implementing Partner has been very effective in managing project activities throughout the period of implementation. The IP, working with the responsible parties also provided efficient logistical support to the evaluation team during field visits.

## **1.5 Structure of the Report**

The evaluation report follows the structure as set-out in the Annex to the Terminal Evaluation Terms of Reference (ToRs) and the guidance of UNDP (2012). It comprises four main chapters as follows:

An introductory chapter describing the purpose and scope of the evaluation;

- A Project description and development context chapter which provides an overview of the project, the risks and assumptions that underpinned its design as well as the range of stakeholders that were deemed to be relevant for the implementation of the project;
- The Evaluation Findings chapter which is the main body of the report. The performance of the project is assessed in this section with ratings provided for critical elements of project implementation. This section also provides the evaluator's overall assessment of project achievements which forms the basis for recommended future actions emanating from the project implementation process.
- The report concludes with a set of Conclusions, Lessons Learned and Recommendations for future actions.

The Annexes to this report include the TE ToRs, the evaluation mission programme, the lists of people who were consulted during the evaluation, a list of documents reviewed, the outline of questions discussed in interviews. A copy of the signed Evaluation Consultant Agreement Form is also included in the report.

## 2. Project Description and Development Context

### 2.1. Project Development Context

Zimbabwe is a contracting party to the UNFCCC and is eligible to receive financial support for climate change adaptation activities. The Least Developed Countries Fund (LDCF) and the Special Climate Fund (SCCF) provide funding for initiatives targeting reduction of vulnerability to climate change and the building of adaptive capacity to respond to the adverse impacts of climate change and variability at local, national, regional and global levels. The Scaling Up project is therefore consistent with these objectives as it focuses on scaling up adaptation measures in the regions of southern Zimbabwe which are vulnerable to climate change and creating capacity for adaptation at local and national levels.

The Scaling Up project is also consistent with the UNDP Country Programme (2016-21) which aims to promote (i) inclusive growth for the creation of sustainable livelihoods through support to sub-national institutions in the design and implementation of livelihood strategies for increased productivity and incomes; (ii) democratic governance, and (iii) building resilience to climate change. The Zimbabwe Resilience Building Fund and the Zimbabwe Vulnerability Assessment Committee receive support from the Programme.

### 2.2 Project Start and Duration

The **Scaling up Adaptation in Zimbabwe, with a focus on rural livelihoods** project was designed as a four-year initiative for implementation in the semi-arid areas of Buhera, Chimanimani and Chiredzi Districts. Funding was secured from the GEF Special Climate Change Fund in September 2014 and project implementation started in November 2014 with an end date of November 30, 2018. The project was extended at no extra cost to December 31, 2018 to facilitate and again to March 31, 2019 to accommodate the performance of the Terminal Evaluation which was commissioned at the end of the 2018.

The, then Ministry of Environment, Water and Climate supported by the UNDP submitted a concept for a Full Size adaptation project to the GEF Special Climate Change Fund (SCCF) in 2012 as a follow-up project to the Coping with Drought Project which had been implemented over the period 2008-2012 in Chiredzi District. The project was developed as a full-sized GEF project in consultation with stakeholders from government, civil society and communities. The project proposal was submitted in 2012 and secured US\$3.98 million approved in September 2014. Project duration was Sept 2014-Sept 2018 with an Inception Phase was from November 2014 - February 2015.

### 2.3 Problems that the Project Sought to Address

According to the National Population Census report of 2012, 49.5% of the population of Zimbabwe resided in communal areas most of which are located in the semi-arid regions of country. A significant proportion of communal areas in the southern provinces of the country are located in Agro-ecological Region V which receives less than 650 mm of rainfall per year. These regions are increasingly experiencing growing impacts of climate change and variability as evidenced by rising temperatures, increased frequency and intensity of drought, flooding, heavy rainfall events, intra-seasonal dry spells and unpredictable rainfall patterns.

The rural population at project sites in Buhera, Chimanimani and Chiredzi Districts live under these conditions which expose them to extreme vulnerabilities especially given the fact that they depend upon climate sensitive livestock rearing and rain-fed crop production for their livelihoods. These vulnerabilities are more pronounced among disadvantaged groups such as female headed households, the youth and the disabled although male headed households are also affected.

The principal problem that the project sought to address is that increasing climate variability is worsening the problem of poverty, food insecurity and malnutrition among rural households in semi-arid regions of Zimbabwe.

The principal drivers of this problem were identified in the participatory Vulnerability Assessment and stakeholder consultations conducted during the PPG phase (May 2013 to March 2014). These are summarised below:

*Fragile Ecology characterised by low soil fertility, low rainfall (average 450 mm) which results in low agricultural productivity.* Community groups living under these conditions suffer from low incomes and poor nutrition as a result.

*Unsustainable farming practices* as farmers seek to maximise returns from the land. These result in widespread land degradation and losses of livestock and other assets during drought periods.

*Population pressure:* Zimbabwe's population has grown at an annual growth rate of 1.1 percent, from 11.6 million in 2002 to 12.97 million in 2012. Over the same period, the population in the three project districts also increased from 220,060 to 245,878 in Buhera, from 115,297 to 124,940 in Chimanimani District and from 208,171 to 275,759 in Chiredzi District. These increases in human population are accompanied by increased demand for arable land and increases in livestock numbers which also exert more pressure on the fragile ecology in Natural Region V. Marginal lands are brought into production resulting in widespread land degradation and increased vulnerability to climate change among the rural population in these districts.

*Macroeconomic instability:* Zimbabwe has been experiencing serious macro-economic problems since the country launched a sweeping land reform programme in 2000. Inflation reached unprecedented levels and fiscal deficits undermined all efforts at turning around the economy to generate the level of growth needed to reduce poverty among the rural poor, especially among women and other vulnerable groups in Agro-ecological Region V of the country. This critical situation was compounded by the impacts of climate change and variability.

The temporary relief from this serious economic situation that was brought about by the inclusive government only lasted as long as that governance system subsisted (2009-2014). The implementation of this project started around the time the inclusive government was coming to an end. Participating communities in the three districts were therefore able to capitalise on this situation and build projects and programmes which have so far enabled them to generate revenues which have enabled them to ride the economic storm.

The country is unfortunately once again in the grips of a serious economic malaise with prices of basic goods and services again beyond the reach of most rural households. Although the communities participating in the project through the livestock, honey and horticulture value chains are today able to sustain their livelihoods despite the economic challenges the rest of the country is experiencing, the TE is of the opinion that this situation will not be sustainable into the future. Should the current backsliding in the economy continue unresolved, the economic gains and the

improved livelihoods which have been realised by these communities will be eroded with communities sliding back to the situation they were in before the project was introduced in 2014.

*Poverty and Low levels of asset building:* The adverse economic conditions described above have resulted in poor or weak capacities for asset accumulation among both rural and urban communities in Zimbabwe. The availability and mix of activities and assets (human, social, natural, physical capital and financial capital) that people can draw on makes a big difference to their ability to respond to phenomena such as climate change. Although the Government of Zimbabwe has had poverty reduction as a major policy objective of government since independence in 1980, most rural populations have been unable to extricate themselves from the phenomenon with the most affected areas being the low rainfall areas of Matabeleland South, Masvingo, parts of Manicaland and Matabeleland North provinces which are also susceptible to recurring droughts.

Under these conditions, the rural poor resort to unsustainable coping strategies such as borrowing money for consumptive purposes, selling of assets, clearing of forests to access land for agriculture; growing crops along river banks; gold panning; sale of firewood; and wildlife poaching. While these strategies may be effective in dealing with immediate crises, they have negative implications for longterm resilience for communities.

*Gender:* As observed in the MTR report (2017), despite the adoption of a national gender policy (2013 -17) and various laws in support of gender equality, gender disparities still characterize all aspects of development in the country. The country was ranked 156<sup>th</sup> in the global gender related development index according to the United Nations Human Development Report (2017). This reflects the low status of women with respect to access, control and ownership of economic resources. Generally women also hold very few positions in decision making processes. Gender inequalities generally affect women's chances of accessing livelihood assets and limit the livelihood enhancement choices that women have in the face of climate change.

The Scaling Up project paid particular attention to the situation of women who constitute the majority in all three districts where the project was implemented. As a result, women's access to resources such as land and livestock have improved allowing them to make decisions which affect their livelihoods directly. Examples of these cases are discussed in greater detail in Chapter 3 below.

## **2.4 Barriers to addressing the problem**

In developing strategies to address the problem discussed above and its associated drivers, the project identified a number of barriers to the proposed solutions. These were defined as policy and institutional weaknesses; poor coordination between macro-economic and sectoral policies, weak governance structures, poor state of physical infrastructure and the potential for conflict over resources all affect local level vulnerability and adaptive capacity. Policy and institutional linkages across sectors of food and agriculture, energy, water, land, technology, communication infrastructure, markets, financial services do not exist. Mainstreaming climate change into existing national development frameworks and sector policies could therefore assist in building adaptive capacity among rural smallholder farmers. The project was designed to target the following priority barriers to addressing the identified problem:

- Institutional weaknesses in policy formulation and development planning;
- limited capacities for developing adaptation strategies among smallholder farmers in the three districts;

- poorly developed climate early warning systems, and
- Limited knowledge generation to inform choices of technologies for use by smallholder farmers in semi-arid regions to adapting to climate change.

## 2.5 Immediate and development objectives of the project

The project objective as stated in the final project document is, “To scale up adaptation measures and reduce the vulnerability of rural communities, particularly women to climate variability and change in the project area of Buhera, Chimanimani and Chiredzi Districts (NR V) in Zimbabwe”.

The achievement of this objective was predicated upon the implementation of activities under the following two outcomes: 1) Diversified and strengthened livelihoods and sources of income for vulnerable smallholder farmers in project area and 2) Increased knowledge and understanding of climate variability and change induced risks in targeted vulnerable areas.

## 2.6 Baseline Indicators established

The end of project target was defined as, “to reduce vulnerability perceptions of households to 35%”. The baseline indicator for the project objective was established during the Inception Phase through a baseline survey conducted in the three districts. The vulnerability perception index at baseline ranged from 86.3 to 89.9% across the three districts, with an average of 87.9%. This presented a huge gap with the end of project target of 35%. The Inception Phase report recommended that the project target to reduce the vulnerability perception index to 35% by 2018 might be too ambitious given the high baseline value. It recommended a more realistic target of 60-70%. Based on the end of project household survey conducted in June 2018, 27.4% of the beneficiaries had a vulnerability perception index of 4 or less, 44% had a medium vulnerability (less than 8 but greater 4).

For Outcome 1, the baseline indicator in the project document was established as, “Households in project area have poor access (rating 2) to livelihood assets”, with an end of project target of, “Secure access to livelihood assets (a rating of 4 on scale), increased by at least 20% among women headed households”. The baseline survey however provided a baseline indicator of 3.2% of the households having a rating 4 on scale, with 1.4% being women. At the end of the project, there was an increase in the number of households with secure access to livelihood assets (rating 4) to 15.2% from a baseline of 3.2%. Of the beneficiaries 57.5% moved to moderate access (rating 3).

For Outcome 2: Relevant climate risk information disseminated to stakeholders was zero across the districts at project start. From the baseline survey, none of the farmers indicated that they were receiving localised climate information. The baseline was therefore established as 0%, with an end of project target of 70% of the farmers receiving relevant climate risk information. At project end, 58.4% of the farmers interviewed indicated that they were receiving relevant climate outlook information. 45.3% were accessing locally relevant observed rainfall information in near real time from the network of rain gauges.

The assessment of progress made towards achieving the targets established at project design formed the basis of this evaluation. The results of the assessment are reported in Chapter 3 of this report.

## 2.7 Main stakeholders

The newly constituted Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement<sup>1</sup> is the focal point for UNFCCC and serves as the Executing Agency together with UNDP. Oxfam was the implementing partner for the project with project activities in the target districts being carried out by SAFIRE in Chimanimani and Buhera districts, and PLAN International in Chiredzi district. The University of Zimbabwe, Department of Geography was the responsible partner for Component 2 on Climate Information. Due to implementation challenges with other partners in the climate information sector, this component ended up being directed by Oxfam.

At the district level, the main project stakeholders included the Rural District Councils and the Office of the District Administrator which coordinated the participation of government entities such as the Department of Mechanisation, Department of Irrigation, the Zimbabwe National Water Authority and its sub-catchment committees in the districts, AGRITEX, EMA, the Ministry of Lands and civil society organisations working in the areas of interest. These entities either sat as members of the District Steering Committees or provided technical support to local farmers at the various project sites. The Department of Mechanization was particularly visible as they worked closely with the IP and the RPs to support communities with the design and construction of catchment rehabilitation measures, soil conservation structures such as gabions for gully rehabilitation, and the provision of advice on conservation agriculture. A description of the main stakeholders, their roles as defined at project inception and an assessment of the extent to which they performed these roles is summarised in Annex 7.

## 2.8 Expected Results

The project Results Framework provided the expected end of project targets at Objective and Outcome level.

**Project Objective:** To scale up adaptation measures and reduce the vulnerability of rural communities, particularly women to climate variability and change in the project area of Buhera, Chimanimani and Chiredzi Districts (NR V) in Zimbabwe.

Two outcomes contribute towards the achievement of the project objective. Each Outcome had associated expected outputs.

**Outcome 1.** Diversified and strengthened livelihoods and sources of income for vulnerable smallholder farmers in project area. This Outcome has three outputs: i) adaptation investments in watershed areas ii) financial services and iii) agricultural value chain development. These are outlined as follows:

### Outputs

Output 1.1.1 Adaptation investments implemented in at least three micro-watersheds (Odzi, Save, Nuanetsi/Runde) in three Districts (Buhera, Chimanimani and Chiredzi) to benefit 7000 women and 3100 male-headed households.

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<sup>1</sup> Since Inception, the project has been moved between ministries as ministerial portfolios were changed. The relevant department is the Climate Change Management Department under the Ministry of Lands, Agriculture Water, Climate and Rural resettlement and is the UNFCCC focal point, while the Ministry of Environment Tourism and Hospitality Industries is the GEF Focal point

Output 1.1.2 Inclusive Financial services established to support climate risk management, livelihood diversification & autonomous adaptation, implemented to benefit at least 3,000 women headed households in three targeted districts.

Output 1.1.3 Market linkages for at least 3,000 households and at least 3 short value chains that support adaptation by women farmers developed in three targeted districts.

Outcome 1.2 Increased knowledge and understanding of climate variability and change induced risks in targeted vulnerable areas.

Output 1.2.1 Tailored climate early warning system developed and relevant and timely risk information disseminated to at least 70% of farmers in three targeted districts and scaled up

**Outcome 2:** Increased knowledge and understanding of climate variability and change-induced risks.

## **Outputs**

Output 2.1: Operational Climate User Interface Platforms for agriculture and DRM,

Output 2.2: Capacity of service providers and users, to enable all activities of the Framework for Climate Services to occur, scaled up and to have climate services reach at least 70% of targeted beneficiaries. The project was designed to support the procurement and distribution of equipment for in observation and monitoring weather systems; the performance of research, modeling and prediction of climate and weather conditions, the provision of climate and modeling were to be synthesised into concise and tailored agricultural advisory notices for use in decision making by beneficiary farmers.

## **2.9 Project Implementation Arrangements**

The Project is implemented through UNDP working directly with Oxfam Zimbabwe who are designated as the Implementing Partner (IP) reporting to a Project Steering Committee which is co-chaired by the Ministry of Agriculture, Lands, Water, Climate and Rural Resettlement and UNDP. The IP engaged a full time Project Management Unit led by a Project Manager who was responsible for the day to day administration of the project with support from a Monitoring and Evaluation Officer and a Project Accountant. The IP worked through SAFIRE (Chimanimani and Buhera), Plan International (Chiredzi) and the Department of Geography and Environmental Sciences UZ-DGES) at the University of Zimbabwe which were appointed as Responsible Parties. Other implementing agencies were state institutions such as the Rural District Councils, the Department of Irrigations and Mechanisation, AGRITEX and the Meteorological Services Department (MSD).

## **3. Evaluation Findings**

### **3.1 Project Design / Formulation**

The TE team adjudges the design of the project to have correctly articulated the issues that affect livelihoods of poor rural communities in Natural Regions IV and V against the background of climate change and variability.

#### *3.1.1 The Project Theory of Change*

Project design was based on a Theory of Change which identified three pathways that rural communities can follow for them to build the capacity to effectively adapt to the impacts of climate change and variability. The testing of options for responding to climate change among smallholder farmers and policy makers has laid the foundations for upscaling successful interventions as well as mainstreaming of these into national and district level planning systems. This is particularly so in Climate Smart Villages where a variety of options including sustainable land and natural resources management, climate smart agriculture, energy efficiency initiatives and sustainable water resources management have been tested. Project design recognised the need to provide support services such as training and appropriate financing without which rural communities would have been unable to adopt the options suggested to them.

The evaluation team's assessment of the Theory of Change is that it was broad enough in terms of scope and scale to influence the upscaling of climate change adaptation in the three project districts and beyond. This project logic was presented in a Results Framework with indicators for use in tracking progress towards the project's intended objective and Outcomes as discussed in section 2.5 above.

### *3.1.2 Project Focal Areas*

Project activities were designed to focus on strengthening and diversifying rural livelihoods as a basis for building resilient communities. The introduction of new agricultural practices such as the development of short value chains linking farmers with private sector entities which guaranteed markets for livestock and other agricultural produce helped create new sources of livelihoods and increased income at farmer level all of which contributed to improved resilience to the impacts of climate change and variability. The ninety-five (95) Village Savings and Lending Associations (VSLA) established and strengthened through project support have gone a long way towards providing affordable financing especially to women who previously had no access to this resource. The members of Kupfuma Ishungu VSLA in Chimanimani District testified to the impact these schemes have had which has seen women beginning to accumulate livelihood assets such as small stock which have improved their resilience in the face of climate change

Climate change impacts are usually accentuated by lack of knowledge and understanding of the risks that the phenomenon presents among most rural communities. The Theory of Change that underpinned project design recognised this and provided for the generation and dissemination of knowledge about the risks of climate change as well as the improvement of the levels of understanding of this phenomenon among rural communities. Field Climate Schools/ Farmer Field Schools (6 demo plots and 22 baby demo plots) were established in all three project districts and used as vehicles for improving knowledge and understanding of climate change. Examples of these include community groups that were engaged in conservation agriculture and reforestation initiatives as responses to climate change.

The design of the project also included a climate services component which was aimed at building the capacities of smallholder farmers and government stakeholders for enhanced provision of climate services. At the community level, farmers were trained to gather and record primary weather related data such as rainfall through the use of rain gauges that were provided by through the project. The dissemination of this information at the local level equipped farmers with knowledge about climate trends and risks which enabled them to make informed decisions about their agricultural practices. In addition to this intervention at community level, the University of Zimbabwe DGES provided training on ODK and the use of frontline SMS to Agritex officers, MSD provincial officers and SAFIRE and established automated weather stations which were linked to climate and

weather information dissemination systems such as desktop computers and laptops. This infrastructure was supposed to generate weather related information for use in the production of climate advisory notices to inform farmers about climate risks. At the time of the evaluation this system was not functional and no weather related advisory notices were being disseminated to participating communities. This aspect of the project was adjudged not to have worked as envisioned due to institutional constraints at various levels. The provision of weather and climate advisory notices is a critical aspect in the monitoring of droughts, floods and general weather phenomena which impact smallholder farmers. It is recommended that as the project closes, UNDP and Oxfam identify a support mechanism to ensure continued attention to this aspect of the project.

### 3.1.3 Assessment of Assumptions and Risks

The likelihood of the project realising its objective and outcomes was based upon a number of assumptions and risks which were identified at design stage. The project was developed in 2013 during the tenure of the Government of National Unity which had stabilised the macro-economic environment in the country through the introduction of a multi-currency financial arrangement. With this stabilisation of the economic space it was expected that the financial services space was going to grow and start servicing small enterprises in the rural area. The runaway inflation which had hit the country around 2007 and 2008 had been brought under control resulting in overall macro-economic stability. The assumption was made at the design of this project that this situation would continue to prevail thereby creating an environment in which investment decisions could be made with a degree of certainty. The GNU had also introduced a palpable sense of political and social stability. It was therefore expected that the national economy would continue along its recovery path and generate or stimulate demand for agricultural products from smallholder farmers. Unfortunately, all these assumptions did not hold following the end of the GNU. The temporary reprieve in macro-economic collapse which had been enjoyed disappeared sending the country into another tail spin. The project was refocused towards the establishment of local level VSLs which were managed by community groups on their own without any linkages to the formal financial services market. It was because of this that the financial services provided through the project continued through to the end of the project. Because the system was community managed, it managed to withstand the financial meltdown which affected the mainstream financial markets. It is expected that this system will be sustainable beyond the project lifespan.

A number of risks to the project were also identified at project design and articulated in the Prodoc. These are presented in Table 2 below with the associated assessment of how these risks affected project implementation.

**Table 2:** Assessment of Risks Identified at Project Design Stage

<b>Risk</b>	<b>Classification</b>	<b>Level</b>	<b>Proposed Mitigation</b>	<b>Assessment at TE</b>
Continued fragile economy threatening markets for rural agricultural products	Economic	H	The project identified ZimAsset, a programme proposed by the Government	The macro-economic decline continued at pace especially after the end of the GNU. The economic

			as an economic stabilisation programme to provide the means to mitigate against this risk	stabilisation programme proposed by government has not yielded the expected mitigatory effects so markets for agricultural products are still not guaranteed.
Low uptake and defaults in inclusive financial systems (VSL)	Financial	H	Linking VSLs with established Financial institutions to secure investments by individual project members.	This risk did not materialise as the VSL Groups developed a financial services programme which they themselves controlled and used to acquire enhancement assets especially for women members. They did not couple themselves with banks as members had bad memories of people losing money due to the poor performance of banks.
Potential for weak coordination among Project Implementation institutions which had never worked together	Organizational	H	Making all institutions contracted to implement the project sign clear agreements stating their roles and obligations. The IP was to provide training in project management	The IP (Oxfam) has managed to create an environment where all organisations involved in project implementation work together and are involved in sharing of experiences and expertise. Plan International has

			procedures where this was considered necessary.	built the capacity for creation of VSLs at SAFIRE while SAFIRE has helped Plan International with value chain development.
Lack of Technical capacity to implement the project among most stakeholders	Technical	H	Capacity building and training following identification of training needs.	The institutions involved in project implementation have demonstrated that they possess high levels of skills and capacities to manage project implementation.
Fiduciary Management Risk	Financial/Management	H	Adherence to financial management protocols and guidelines as defined by UNDP CO and GEF.	Oxfam has been effective in managing project financing having been cleared through the Harmonised Approach to Cash Transfers (HACT) by UNDP.

#### 3.1.4 *Lessons from other relevant projects (e.g., same focal area) incorporated into project design*

The design of the SCCA project was based upon the lessons generated from prior investments in this sector from the SCCF. The "Coping with Drought and Climate Change (2008-12) project implemented in Chiredzi was used as a primary source of guidance in this process. There is evidence that the project effectively applied lessons from this project and other projects.

The United States Agency for International Development (USAID) supported Enhanced Nutrition Stepping Resilience and Enterprise (ENSURE) Project which was implemented in Chimanimani and Buhera Districts, the Food Security and Livelihoods Project implemented by Plan International in Chiredzi district and the Oxfam Zimbabwe Food and Climate Justice Programme (2014-2017) also provided lessons which informed the design of the SCCF SCCA project.

The principal lessons from these previous projects were that rural household and community food security can be improved through the introduction of a combination of measures including: crop

diversification and introduction of drought tolerant crop varieties, improved pest management techniques, use of minimum tillage, rainwater harvesting and other water harvesting techniques, controlling soil erosion, improving soil fertility, introduction of micro-irrigation and use of locally relevant climate information to support decision making. The project also demonstrated that improved animal husbandry practices and pasture management contribute directly to improved animal productivity even during drought periods.

These lessons were used to inform policy mainstreaming work through building capacities of government entities and other stakeholders to mainstream climate change adaptation in district and national development planning processes.

Project development also made use of existing national and district level development planning frameworks as entry points to promoting mainstreaming of climate change adaptation practices. The National Development Plan is developed through the bringing together of lower level plans which are developed from the village level, through the district and the provincial development plans. This approach to development planning is already institutionalised in Zimbabwe and is operationalised through the District Administrators and District Council offices. The SCCA project was developed to make use of this process to avoid creating new institutions which would have required the training and orientation of project beneficiaries before they embarked on the planning and implementation of the project. Both smallholder beneficiaries and service providers were able to effectively engage in project development and implementation as they were familiar with the processes proposed by the IP.

In addition to the planning process, the project was also developed with a context provided by a development planning policy framework defined by the following policies and strategies: the 2<sup>nd</sup> National Communication to the UNFCCC, Zimbabwe Agenda for sustainable socio-economic Transformation (2013-2018) which was cascaded down to provincial and district level government structures, ZUNDAF (2012-2015), Comprehensive African Agriculture Development Programme (CAADP) adopted by the then Ministry of Agriculture Irrigation Development and Mechanisation (MAMID) as its strategic investment framework for agriculture. The use of already existing development planning frameworks obviated the need for the creation of new approaches as well as institutions.

This approach facilitated working through micro-catchments as entry points and lays the foundation for scaling up of adaptive capacity at local level and reduction of vulnerability to climate change.

Addressing traditional challenges that rural communities have faced before (such as water scarcity) and turning them into opportunities for mainstreaming adaptation and sustainability (use of new technologies built upon traditional practices) also helped increase the potential for uptake of project elements by participating communities as it reduced dependency on external support agencies in the implementation of the project. Project design also used well known livelihood enhancement strategies such as integrated planning which have been tried and tested over the years. This helped with the mobilisation of participating communities.

### *3.1.5 Planned stakeholder participation*

The TE did not come across any evidence of a comprehensive stakeholder engagement plan having been developed for the project at design stage. However the SCCA project was developed through a participatory process involving stakeholders that included government departments such as the MSD, AGRITEX and EMA, line Ministries, NGOs and community based organisations, research and academic institutions, private sector representatives and international development cooperating

partners. Similar consultations were also held at the local level involving local authority representatives from the three districts, district level government entities, and potential beneficiary farmers. A participatory Vulnerability and Adaptation Assessment involving farmers was conducted in 2014 to inform the choice of both project interventions and focal areas. The list of stakeholders engaged in the design and implementation of the project is provided in Annex 7 to this report.

Although there is no record of a Gender Analysis and Action Plan having been developed at the design stage, the Project Document alludes to the use of "gender sensitive approaches" during the Vulnerability and Adaptation Assessment that preceded the design of the project. This is an important issue as the project objective had a deliberate focus on reducing vulnerability of women and women headed households to climate variability and change in the project area. Of the total 10100 households targeted by the project in the three districts, 7000 were expected to be women with the remainder of 3,100 being men, youth and other vulnerable groups. In addition, End of Project targets relating to project Outcome 1: "Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas" made reference to the need for gender disaggregated reporting and tracking of access of female headed households to financial services made available through project interventions.

Although Outcome 2: "Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas" did not have any women specific targets, the project reached more women than men in CCA training. The collection of weather data such as rainfall was also managed by women in the Climate Smart Villages that were supported by the project.

### *3.1.6 Linkages between project and other interventions within the sector*

As stated in the project description section of this report, the design of the SCCA project was influenced by the lessons learnt from the implementation of the Coping with Drought and Climate Change project in Chiredzi District from 2008-2012. This project piloted a number of potentially viable adaptation measures among small farmers. The project also added the climate change adaptation dimension to elements of the USAID funded ENSURE programme which was being implemented through World Vision Zimbabwe in partnership with CARE, SNV and SAFIRE in Buhera and Chimanimani districts.

Plan International who participated as one of the responsible parties under this project were also implementing the Food Security and Livelihoods Programme (2014-2018) in Chiredzi District with a focus on improving rural livelihoods through capacity building of both government entities and rural farmers to promote food security through growing of small grains, poultry farming and establishment of nutrition gardens among the most food insecure households in the district. The experiences shared between these projects has resulted in the Plan International supported project adopting some of the climate change adaptation strategies such as the promotion of uptake of appropriate seed varieties and land preparation and management strategies that farmers are adopting in increasing numbers in all three districts.

Finally, Oxfam was also implementing the Zimbabwe Food and Climate Justice Programme (2014-2017) which targeted the promotion of investment in productivity resilience and sustainability of smallholder farmers in Natural Regions IV and V. These investments were intended to enhance women's participation in agriculture and improve their capacity to influence policy changes to ensure the integration of climate change into the production chain.

The SCCA project also promoted partnerships with Local Authorities, government, civil society, private sector and UN agencies in building resilience to climate change among rural livelihoods. In addition, synergies have also been created with other projects and programmes working in the same focus area. Notable examples of this were the sourcing of a grant from the UNDP Korean Trust Fund which was used to assist with the response to the El Nino induced drought that ravaged project areas during the 2016 to 2017 cropping season. The grant was used to implement drought mitigation measures in Buhera District and served as a form of crisis modifier to protect the gains of the Scaling Up Adaptation Project. The project also partnered with the UNDP-Government of Zimbabwe supported project: Supporting Enhanced Climate Action for Low Carbon and Climate Resilient Development Pathway (SECA-LCCRDP) which provided additional resources that were used to install solar powered water systems in Chiredzi and Buhera Districts which served to reduce the carbon footprint of the livelihood improvement activities supported through the project.

The parallel Integrated Planning Systems project implemented through EMA also provided linkages with government actors that worked to support the scaling up of adaptation experiences to the policy level as has occurred through the development of the district adaptation planning guidelines.

From the above it is clear that the SCCA project had direct linkages with a number of already on-going projects and programmes in the country. Its specific contribution was the integration of climate change adaptation dimensions into the areas these other initiatives were promoting.

### *3.1.7 Management arrangements*

The project was implemented through the UNDP NGO/CSO Implementation Modality with Oxfam Zimbabwe designated the role of Implementing Partner. The IP reported to the Project Board which was co-chaired by the then Ministry of Environment, Water and Climate and UNDP. Senior beneficiaries as per the Project Document were the local authorities in the three districts and the collaborating government entities. Project implementation was conducted through a partnership basis with both SAFIRE and Plan International assuming the responsibility to implement the project at the local level.

NGOs and CSOs are not as regulated as government entities in their implementation of projects and programmes and are therefore more flexible and adaptable to changing development contexts. The SCCA project was implemented by Oxfam working with SAFIRE and Plan International as responsible parties. The TE evaluation team assessment is that the project results which are reported in this report were due to the use of the NGO implementation modality which allowed for greater flexibility and adaptation to changing situations on the ground which would not have been the case if the project had been implemented through a government entity. Having said that though, the team is of the opinion that mainstreaming of climate change considerations into development planning processes at district level and policy development arena at national level did not occur at the pace it would have through a national execution modality because NGOs do not have the mandate to influence these processes. It is critical therefore that NGO implemented projects be closely associated with government led policy development and development planning processes to ensure that the mainstreaming of lessons and experiences takes place. As stated above, the joint planning and reporting developed for the SCCA and the Integrated Planning Systems projects facilitated cross learning and sharing of experiences between the two initiatives. According to EMA personnel interviewed, experiences from the SCCA project provided useful sites for the Integrated Planning Systems project component on Knowledge and capacity building.

## 3.2 Project Implementation

### 3.2.1 Partnership arrangements (with relevant stakeholders involved in the country/region)

The project was implemented through a number of partnership arrangements to promote the achievement of its objective. Examples of such partnerships include working with Supporting African Life Trust (SALT) to provide technical support in training farmers on natural resources management and the promotion of the uptake of energy efficient stoves and biogas digesters among farmers.

For market access, the project partnered with Cairns Foods who are providing technical training to farmers and market for Michigan Pea Bean. Farmers interviewed in the Bonde and Nyanyadzi Irrigation schemes were happy with the arrangement as it provides a ready market for their produce and a reliable source of inputs. Marketing agreements are negotiated annually with the facilitation of government entities such as AGRITEX at district level.

For the honey value chain the project has partnered with Organoseven who are providing organic certification training and market for honey value chain farmers. Other private sector actors that are also providing a market for honey include, Heavenly Delights and Keans honey. These value chains still need strengthening as farmers (Chapanduka) felt they could still get better prices if they obtained the SAZ certification. The farmers also need support with product quality control as the honey being produced at the moment has a distinct "smokey taste" (TE team personal experience) which might be due to harvesting methods used. The TE recommends that the farmers be sent for training to the International Centre for Insect Physiology and Ecology (ICIPE) in Nairobi Kenya which runs a programme that promotes the use of commercial insects, including bees, for livelihood enhancement. Payment modalities used by the private sector buyers were also an issue raised by farmers as some of them wanted to pay through the Banks while the Chapanduka Honey processing centre paid its members who delivered honey through mobile money transfers. Training is a continuous process which the private sector may be unable to provide in the future. For sustainability of gains made, involvement of government entities such as the Ministry of Small to Medium Enterprises (SMEs) will ensure continuous provision of training for the enterprise.

In the cattle and goat value chains, the project partnered with Montana Meats who provided technical support, inputs and market for farmers in the beef value chain. Koala Abattoir also provided farmers with a market for goats and cattle. A total of 348 cattle had been sold through this market linkage from Chiredzi and Buhera districts with farmers earning a total of US\$ 183,000.00, while farmers in Chiredzi have sold 167 goats earning a total of US\$ 6,000.00. Women have been included in all these value chains with those interviewed during the evaluation indicating that their livelihoods have been transformed by their participation on the projects. Two groups of women, one at Chirove in Chiredzi and the other at Atikoreri in Buhera district indicated that they were confident that they would be able to provide for themselves and their families should they lose their husbands. Both groups expressed the desire to grow their enterprise to the level where they slaughter their livestock on site and sell meat to the market. The TE however feels it is too early to celebrate these value chains as the solution for unsustainable livelihoods as the slightest shift in weather could destroy the fragile base upon which they are built.

The partnership with Lion Finance, a microfinance institution, to provide financial support to farmers in Michigan Pea Bean production at an interest rate of 4%. Klein Karoo, Seedco, Best Fruit processors and Delta were also engaged for horticulture and small grains value chains. Finally, Seedco is a seed house that provided smallholder farmers with drought tolerant crop seed varieties. The agriculture value chains produce high value products which require proper management skills

for one to produce them. The farmers interviewed confirmed they need training to enable them to produce consistently high quality crops.

The project has worked extensively with a number of government departments including, Department of Mechanisation for the design and implementation of watershed conservation works including rainwater harvesting, design and construction of weirs; Department of Irrigation for watershed conservation works (the department provided all the heavy machinery used for some of the conservation works and irrigation rehabilitation with project only paying the cost of operation, servicing and repairs), Department of Agriculture, Technical and Extension Services (AGRITEX) for demonstrating climate smart farming practices and scaling up the same, Meteorological Services Department for installing rain gauges and Automatic Weather Stations, Environmental Management Agency for natural resource assessment and watershed conservation, Department of Research and Specialist Services (DR&SS) for promoting groundnuts as a drought tolerant crop that should be part of crop mix. This collaboration with government entities has provided scope for capacity enhancement of these entities which provide technical support to community groups. The expectation from this collaboration is that these support entities will mainstream climate change adaptation into their own administrative and planning systems as envisioned under the project. Staff from the Department of Mechanisation that we interviewed in the field confirmed that the project had provided them with the opportunity to contribute to the enhancement of the livelihoods of rural communities.

### *3.2.2 Replication approach*

Meeting the project objective of scaling up adaptation to climate change required that lessons and experiences from pilot initiatives which showed results be repeated at scale. The project promoted the use of local trainers from among the participating communities to promote replication of successful initiatives such as the VSLs and lead farmers in CSVs.

As stated earlier, the SCCA project has been implemented jointly with the Integrated Planning Systems project which is implemented through the Environmental Management Agency. Government of Zimbabwe has used the experience from SCCA to develop and pilot a District level adaptation guide which will be rolled out through the National Adaptation Plan process in the same focus districts that the SCCA project was implemented. The implementation of this project will help with the replication of SCCA achievements over the four year implementation period.

As a result of their experience working on this project and knowledge of the need for additional funding for some project elements, Oxfam has mobilised resources to support and consolidate the achievements scored in other parts of the country where similar initiatives are being implemented through the Climate Adaptation for Rural Livelihoods (CARL) project. UNDP CO has also used the results of this project as baseline for the UNDP-CRIDEF-Government of Zimbabwe Project: “Building Climate Resilience of rural livelihoods in the Southern Part of Zimbabwe” for submission to the Green Climate Fund.

The building of resilience among rural communities has become a critical consideration in the delivery of development support in Zimbabwe. UNDP is using the experience from this project to inform the design of the analysis leading to the development of approaches to resilience building under the Zimbabwe Resilience Building Fund as well as the development of a scaling up project focusing on fifteen (15) districts experiencing similar climate change challenges which was submitted to the Green Climate Fund in October 2018.

As highlighted in the ProDoc, upscaling of project results is facilitated through the creation of an enabling environment made up of financial support systems, effective policies, effective markets for products as well as functional institutions and governance arrangements. The SCCA project was designed to focus on these elements as a way of generating results for replication at all levels from

local through district to national levels. Scaling up was also facilitated through stakeholder workshops and exchange visits and the use of various media including the dissemination of pamphlets describing project objectives and results, radio and television and presentations and displays at major events such as district and national agricultural shows.

### **3.3 Project Finance and co-financing**

The project financing was based on the SCCF grant from GEF through UNDP and co-financing commitments from UNDP, Government, NGOs and communities. Table 3 shows the annual project budgets and actual expenditures incurred up to project end. Table 4 shows the co-financing commitments and status at project end.

**Table 3: Annual Project Budgets**

Outcome	2013 USD	2014 USD	2015 USD	2016 USD	Cumulative Totals at Midterm Nov 2014 - end-Oct 2016	2017 USD	2018 USD	Original Budget per Outcome	Total at project end (provisional)
<b>Annual Work Plan Budgets and Actual Expenditures Incurred through Project End:</b>									
<b>Outcome 1:</b>								\$3,313,900	
Annual Work Plan	\$0	\$0	\$673,303	\$641,057	\$1,314,360	\$966,312	\$820,606		\$3,101,279
Disbursed	\$0	\$0	\$542,182	\$719,540	\$1,261,722	\$904,381	\$774,938		\$2,941,041
Balance (AWP-Disbursed)	\$0	\$0	\$131,121	-\$78,482	\$52,638	\$61,931	\$45,668		\$160,238
<b>Outcome 2:</b>								\$269,400	
Annual Work Plan	\$0	\$0	\$84,500	\$101,115	\$185,615	\$26,500	\$42,907		\$255,022
Disbursed	\$0	\$0	\$57,600	\$99,365	\$156,965	\$55,361	\$34,721		\$247,047
Balance (AWP-Disbursed)	\$0	\$0	\$26,900	\$1,750	\$28,650	-\$28,861	\$8,186		\$7,975
<b>Outcome 3:</b>								\$113,500	
Annual Work Plan	\$0	\$0	\$20,000	\$86,135	\$106,135	\$69,500	\$42,800		\$218,435
Disbursed	\$0	\$0	\$31,705	?	\$31,705	\$29,564	\$2,580		\$63,849

Balance (AWP-Disbursed)	\$0	\$0	-\$11,705	\$86,135	\$74,430	\$39,936	\$40,220		\$154,586
<b>Project Management:</b>								\$283,200	
Annual Work Plan	\$0	\$0	\$81,300	\$71,690	\$152,990	\$113,300	\$59,070		\$325,360
Disbursed	\$0	\$0	\$39,256	\$59,988	\$99,244	\$54,777	\$69,234		\$223,255
Balance (AWP-Disbursed)	\$0	\$0	\$42,044	\$11,702	\$53,746	\$58,523	-\$10,164		\$102,105
<b>Grand Totals:</b>								\$3,980,000	
Annual Work Plan	\$0	\$0	\$859,103	\$899,997	\$1,759,100	\$1,175,612	\$965,383		\$3,900,096
<b>Total Disbursed</b>	<b>\$0</b>	<b>\$0</b>	<b>\$670,744</b>	<b>\$878,893</b>	<b>\$1,549,636</b>	<b>\$1,044,083</b>	<b>\$881,473</b>		<b>\$3,475,193</b>
<b>Balance (AWP-Disbursed)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$188,359</b>	<b>\$21,105</b>	<b>\$209,464</b>	<b>\$131,529</b>	<b>\$83,910</b>		<b>\$424,904</b>
Note: Midterm stage defined as through end of Oct 2016.									
: Project End defined as end 31 December 2018									

A larger portion of the project budget was allocated to Outcome 1 (US\$ 3,488,100) because the activities supported under this component were largely infrastructure projects which are capital intensive. The project supported projects that targeted reduction of vulnerability to climate change and resilience building through enhancement of water security. In all the project had supported the drilling of 21 boreholes, 12 rainwater harvesting systems at 13 schools, the rehabilitation of 2 weirs including the one supplying water to Nyanyadzi irrigation scheme in Chimanimani district. Livelihoods can only be sustainable in the long term if they do not undermine the natural resource base upon which they are based. The project therefore was designed to ensure ecological integrity of the areas activities were implemented through reduction of soils erosion which is a widespread problem in Natural Region V. Support was provided for rehabilitation of degraded land, construction of erosion control structures, reclamation of gullies and construction of silt traps to stem the problem of siltation which had compromised economic infrastructure such as irrigation schemes. In all more than 1,500 hectares of land had been rehabilitated in all three district at the end of the time of the TE.

Rehabilitation works were supplemented by the introduction of climate smart farming practices such as the use of ripper tines in place of the conventional ox-drawn plough, establishment of woodlots, rangeland restoration for use as grazing as well as the introduction of energy saving technologies. Most of these interventions were implemented in Climate Smart Villages which were established to demonstrate the utility of an integrated approach to livelihood enhancement. Common running themes that were also integrated into these investments were capacity building and training and the provision of sustainable financing for rural farmers through the establishment of VSLs. The improved accumulation of livelihood assets that has been recorded in CSVs, especially among women and other disadvantaged groups, and the establishment of business enterprises such as the various value chains which have resulted in more resilient rural households clearly demonstrate that the project Theory of Change was correctly articulated. Pilot testing of sustainable interventions coupled with knowledge generation and capacity building of local and national support institutions are now leading to the diversification of rural livelihoods and increased adaptation capacity among beneficiary communities in the three districts.

The total expenditure under the project was estimated at 85% of total budget which is a very good burn rate, given the fact that the project was implemented in an environment characterised by financial uncertainty for most of the project lifespan. The money spent, is considered well spent when compared to the results which have been realised to date. The Scaling Up adaptation in Zimbabwe with a focus on rural livelihoods project is inherently a human development project targeting behaviour change leading to the adoption of new ways of practicing activities that define the relationship between rural smallholder farmers and the resources which they have at their disposal. It is not always possible to pinpoint physical outputs that such projects generate. In the case of this project however, it is possible to track the expenditures incurred and relate them to direct benefits which have accrued to both the rural community beneficiaries and the nation at large. Beneficiary communities have started making money from the agricultural development interventions which were supported through the project with some communities realising increases in income of the order of 198%! Increased incomes at household levels have started providing participating communities, especially women, with "choices" in their lives through the broadening of opportunities this comes with. These rural communities can now invest in off-farm activities which was unheard of in the past. Of most significance is the improved food security at household level that has been brought about by the project through interventions.

Food secure communities will not require food relief from government as had become the norm especially among communities in Natural Region V. The project has not computed or quantified the total quantum of benefits which have been realised by the beneficiary communities (8103 households (3292 male and 4811 female) in Buhera, Chimanimani and Chiredzi districts from the investment of US\$ 16,800,000 (including co-financing). These will include among others, improved household nutrition, reduced health bills, improved contribution to national productivity (GDP). At an average expenditure of US 2000 per household over the project lifespan, the TE considers the project to be extremely good value for money.

Activities supported under Outcome 2 (US\$ 269,400) were not as capital intensive as those under Outcome 1.

Variances in financial allocation between budget and actual disbursement were minimal and where they occurred it was due to the fact that activity budgets were more closely related to work that was to be done as opposed to project budgets which were estimates. Other variances were caused by the need to fast track project implementation in response to predicted possible disruptions to project implementation due to national processes such as general elections in 2017. The budget allocation for 2016 was higher than for most years precisely for this reason.

Provided figures show a balance of \$434,904 at project end, although these figures are before final accounting. Overall 89% of the budget was disbursed. Audit reports provided for 2015 and 2016, did not raise any significant issues, showing a satisfactory rating on internal controls, governance and risk management. The consultant are of the view that appropriate UNDP procurement guidelines and regulations were adhered to during the project implementation.

### **Co- Financing**

The co financing plan for the project provided figures committed at project start and the amounts actually realised as co financing as reported by the project management are shown in Table 5 below.

**Table 4: Co-Financing**

Sources of Co-financing	Name of Co-financer	Description of Actual Co-financing Contributed at Stage of Midterm Review	Type of Cofinancing <sup>2</sup>	Amount Confirmed at CEO Endorsement USD	Actual Amount Contributed at Stage of Midterm Review USD	Expected Amount by Project Closure USD	Actual Amount Contributed at Termination of Project USD
<b>GEF Partner Agency</b>	<b>UNDP</b>		<b>Grant</b>	\$400,000	<b>\$150,000</b>	<b>\$400,000</b>	<b>\$400,000.00</b>
	<b>SECA</b>		<b>Grant</b>	\$0		<b>\$59,000</b>	<b>\$45,034.00</b>
	<b>Korean Grant</b>		<b>Grant</b>	\$0		<b>\$100,000</b>	<b>\$93,520.00</b>
	<b>EMA</b>		<b>Grant</b>	\$100,000	<b>\$46,000</b>	<b>\$100,000</b>	<b>\$70,000.00</b>
	<b>Oxfam</b>	Parallel Funded	<b>Grant</b>	\$500,000	<b>\$38,465</b>	<b>\$461,535</b>	<b>\$40,000.00</b>
	<b>WVZ</b>	...	Grant	\$9,000,000	<b>\$0</b>	<b>\$0</b>	<b>\$0.00</b>
	<b>Plan International</b>	Food Security Project	Grant	\$2,500,000	<b>\$638,889</b>	<b>\$0</b>	<b>\$638,889</b>
	<b>Plan International</b>		In-kind		<b>\$248,448</b>	<b>\$498,896</b>	<b>\$248,448</b>
	<b>SAFIRE</b>	Staff costs	In-kind		<b>\$75,624</b>	<b>\$151,248</b>	<b>\$75,624</b>
	<b>Communities</b>	In-kind	In-kind	\$200,000	<b>\$66,114</b>	<b>\$133,886</b>	<b>\$260,000.00</b>
<b>UNDP Grant, Sub-Total</b>				<b>\$12,700,000</b>	<b>\$1,263,540</b>	<b>\$1,904,565</b>	<b>\$1,871,514.89</b>
							<b>14.74%</b>
<b>National Government</b>	<b>...</b>			<b>\$100,000</b>			
	<b>Dept of Irrigation</b>	...	In-Kind		<b>\$171,650</b>	<b>\$171,650</b>	<b>\$ 215,000.00</b>
	<b>Dept of Mechanisation</b>	...	In-Kind		<b>\$20,780</b>	<b>\$20,780</b>	<b>\$ 30,000.00</b>
	<b>AGRITEX</b>		In-Kind		<b>\$2,930</b>	<b>\$2,930</b>	<b>\$ 3,500.00</b>
	<b>DDF</b>		In-Kind		<b>\$8,764</b>	<b>\$8,764</b>	<b>\$ 10,000.00</b>
	<b>Local Govt-Council</b>		In-Kind		<b>\$8,590</b>	<b>\$8,590</b>	<b>\$ 10,000.00</b>
	<b>Other Depts</b>	...	In-Kind		<b>\$2,220</b>	<b>\$2,220</b>	<b>\$ 2,220.00</b>

<b>Government In-Kind, Sub-Total</b>				<b>\$100,000</b>	<b>\$214,934</b>	<b>\$214,934</b>	<b>\$270,720.00</b>
							<b>270.72%</b>
<b>National Government</b>	...		<b>Grant</b>	\$0			
		...	Grant		...	...	
		...	Grant		...	...	
		...	Grant		...	...	
<b>Government Grant, Sub-Total</b>				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total</b>				<b>\$12,800,000</b>	<b>\$1,478,474</b>	<b>\$2,119,499</b>	<b>\$2,142,235</b>

1.Sources of Co-financing may include: Bilateral Aid Agency(ies), Foundation, GEF Partner Agency, Local Government, National Government, Civil Society Organization, Other Multi-lateral Agency(ies), Private Sector, Other

2. Type of Co-financing may include: Grant, Soft Loan, Hard Loan, Guarantee, In-Kind, Other

- Of the total amount committed at project endorsement, only 14.7% of the amount was actually contributed by project end. Government departments increased their contribution from the initial amount to 270%. Communities also increased their contribution from the initial amount committed by 30%. The greater part of this contribution was towards adaptation activities such as restoration works. Department of Mechanisation contribution at project end exceeded the initial commitment as some contributions were made after the MTR to finalise restoration work at Nyanyadzi. Amounts committed at project endorsement included parallel funding from Oxfam which was not to be invested in the three districts but aimed at undertaking similar interventions in other districts. World Vision Zimbabwe did not implement activities in the same target wards as SCCA. Initial amounts committed by NGOs contributed towards endorsement but did not translate into implementation.
- There was new and unplanned co financing from UNDP to the project through the UNDP funded project Supporting Enhanced Climate Action (SECA) which supported SCCA in 2017. A total of \$59,000 was set aside for Plan and SAFIRE for water tanks, solar panels and pumps in Chiredzi and the Chapanduka Honey processing centre and Tashinga Garden in Buhera. SECA funds also supported the purchase of equipment for the MSD provincial offices.
- A second grant of \$100,000 from the Republic of Korea provided El Nino early recovery funding which supported improved goat breed production and marketing, improved access to water and increased vegetable and fodder production in Buhera through SAFIRE for early recovery support complementing SCCA investments.

### 3.4 Monitoring and Evaluation: Design at entry and Implementation

A comprehensive fully costed Monitoring and Evaluation Framework was developed for the project at design stage. Table 5 below summarises the elements of this M&E framework.

**Table 5: Project Monitoring and Evaluation Framework**

<b>M&amp;E Activity</b>	<b>Responsible Party</b>	<b>Budget</b>	<b>Timeframe</b>
Inception Workshop	IP/UNDP CO and UNDP RCU	26,500	At Project Inception
Performance Monitoring	IP	100,000	Start Midterm and End of Project
APR/PIR	IP/Project Manager	-	Annually
Periodic/Spot Progress Report	IP Project Manager	-	Quarterly
MTR	PM UNDP Co/RCU And Independent consultants	30,000	Mid-point of project

Terminal Evaluation	PM UNDP Co/RCU And Independent consultants	45,000	Three months before end of project
Terminal Project Report	Project Manager Implementing Partner Local Consultant	-	Three months before project end
Audit	Project Manager Implementing Partner	12,000 (3000 per year)	Annually
Field Visits to Project Sites	UNDO CO/RCU	8,000	Annually
Total Budget at Design		221,500.00	

The TE assessment of the project Monitoring and Evaluation processes is that this has been effectively implemented by the Implementing Partner, UNDP Country Office and Responsible Parties at the project site level. At least 12 Project National Steering Committee meetings were convened, albeit with varying attendance from the membership, since project start up. Minutes of these meetings have been compiled and kept on record both at UNDP-CO and the Oxfam Zimbabwe project offices.

Project Performance Monitoring was managed and conducted by Oxfam working with the SAFIRE and Plan International who coordinated to produce Quarterly report reflecting the project's progress towards the achievement of its intended objective as well as recommend remedial actions needed to address any implementation challenges experienced over specific reporting periods. These reports were submitted to the PSC for review and action. It is important to mention that Oxfam have in-house M&E capacity in the form of an M&E Officer who has been very meticulous in their management of this responsibility under the project. All quarterly and annual reports documenting progress with project implementation have been produced as scheduled. Financial reporting has also been on schedule except for the instances where there have been delays in submitting reports by responsible parties. The performance monitoring exercises conducted by the IP have also served the purpose of identifying implementation bottlenecks involving responsible parties. Of specific interest in this connection was the delays in submitting financial reports by responsible parties which delayed reconciliation of financial expenditures. The TE team experienced this themselves when they requested for information on co-financing by these entities which took long to be responded to.

UNDP CO have produced all Annual Performance Reports and Implementation Progress reports as scheduled. The SCCA project does not have the conventional management structure with an Executing Agency. Instead, UNDP\_CO serve as joint IP with Oxfam under the NGO Execution mode chosen for the project. The TE is of the view that this project execution model is efficient when compared to others which involve government entities. This is because NGOs are more flexible and take decisions more quickly than governments or UNDP for that matter. The project has gone through some difficult periods with respect to access to financial resources for project implementation as a result of the liquidity crisis in Zimbabwe. Oxfam stepped up to resolve this situation with the assistance of their UK office. UNDP has been able to commission both the Midterm and Terminal evaluation as indicated in the Project Document. As a result of these very robust monitoring and reporting activities there is general consistency between the performance assessments by the IP and responsible parties and those by independent evaluators at both MTR and TE stages. The project has been assessed to have been successful.

Based on the above, the rating for the project's monitoring and evaluation is considered **Satisfactory (S)**.

#### *3.4.1 UNDP and Implementing Partner implementation / execution (\*) coordination, and operational issues*

The project was implemented based on the UNDP NGO/CSO Implementation Modality with Oxfam as the NGO implementing partner. The Implementing partner, Oxfam, reported to the Project Board, which was chaired by UNDP CO and Climate Change Directorate of the Ministry of Agriculture, Lands, Water, Climate and Rural Resettlement. UNDP support to the IP was adjudged to be focused on ensuring that project implementation remained focused on the achievement of project objectives. UNDP ensured that the IP adhered to project management principles, especially with respect to financial reporting. Annual independent project audits were conducted on the direction of UNDP-CO. UNDP-CO also guided project implementation in a manner that facilitated response to the context within which the project was implemented. Of particular significance was the advice given to the IP to expedite project implementation ahead of the general election in 2017 which could have had the potential to affect project delivery. The APRs and PIRs produced by UNDP reflected this as well as

UNDP support to the project was satisfactory with timely disbursements of funds (except in the first quarter of the project implementation), adequate technical support and input through review of progress reports, workplans and undertaking regular field missions to project site. UNDP has had a long association with the GEF for whom the organization has been one of the largest implementing agencies globally over the years. UNDP has implemented climate change adaptation projects on behalf of GEF in more than 80 countries including southern Africa.

The UNDP Country Office in Zimbabwe has a highly qualified and competent staff complement under the Environment, Climate and Energy portfolio who provide management oversight on GEF financed projects and programmes within the context of the UNDP Country Programme Action Plan and the New UN Development Framework in Zimbabwe which was recently revised and extended to cover the period 2016-2020.

The UNDP CO also receives technical backstopping from the UNDP/GEF Regional Technical Advisor and a Senior Technical Advisor dedicated to climate change adaptation and financing issues. The same Regional Technical Advisory office also provides oversight on GEF finances with additional support being provided from Headquarters in New York.

UNDP therefore has comparative advantage over other Implementing Partners on account of the global reach and strength of technical support that it can provide to countries applying for GEF funds. With specific reference to this project, UNDP CO co-chaired the Project Steering meetings with the Ministry of Environment, Water and Climate and also conducted field level monitoring and evaluation missions the results of which were used to refine project implementation. The Office also provided financial management and audit services which ensured efficient delivery of the project objective. The three audits conducted on the project over its duration did not raise any major issues with respect to financial or administrative matters. Regional Technical Advisor based in Addis Ababa, reviewed Project Implementation Reports and Project Annual Reports.

Rating for UNDP execution and the Executing Agency role (UNDP and Ministry of Environment) was **Highly Satisfactory (S)**.

The Project Implementation Unit was hosted by Oxfam and consisted of a Project Manager, an M & E and learning team leader and a finance officer. Responsible parties were contracted by Oxfam to undertake activities in the districts. These were Plan International for Chiredzi, SAFIRE for Chimanimani and Buhera and the University of Zimbabwe-Department of Geography for the climate services component.

Support from Oxfam as the IP to RPs involved training, capacity building and guidance with respect to UNDP/GEF regulations and protocols. Oxfam also provided fiduciary services through managing expenditure and reporting by the RPs. The IP was cleared to provide such services as they had been assessed under the Harmonised Approach to Cash Transfers (HACT) system. The TE also established that Oxfam encouraged peer learning amongst RP staff to take advantage of their comparative technical strengths and skills (especially in value chains (SAFIRE) and VSL (Plan International)). At individual project level the IP conducted feasibility studies before disbursing funds for activity implementation. A good case in point was the feasibility studies conducted on Nyanyadzi irrigation scheme which point to effective financial and project management capabilities at the IP.

Overall, the project implementation plan and approach was adhered to, with the TORs of each role player followed. As stated under the collaboration section of this report, the IP worked closely with the contracted RPs as well as government institutions and beneficiary communities to deliver on the project objectives. This was strengthened by the joint planning and reporting sessions that the IP conducted with its responsible parties.

Rating for overall project implementation was **Satisfactory (S)**.

**Table 6: Rating of Project Performance**

<b>Evaluation Ratings:</b>			
<b>Monitoring and Evaluation</b>	<b>Rating</b>	<b>IA &amp; EA Execution</b>	<b>Rating</b>
M&E design at entry	S	Quality of UNDP Implementation – Implementing Agency (IA)	HS
M&E Plan Implementation	S	Quality of Execution – Executing Agency (EA)	HS
Overall quality of M&E	S	Overall quality of Implementation/Execution	HS
<b>Assessment of Outcomes</b>	<b>Rating</b>	<b>Sustainability</b>	<b>Rating</b>
Relevance	R	Financial resources	L
Effectiveness	HS	Socio-economic	ML
Efficiency	HS	Institutional framework and governance	L
Overall Project Outcome Rating	S	Environmental	HL
		Overall likelihood of sustainability	L

**Table 7: Rating Scales**

<b>Ratings Scales</b>		
<p><b>Ratings for Effectiveness, Efficiency, Overall Project Outcome Rating, M&amp;E, IA &amp; EA Execution</b></p> <p>6: Highly satisfactory (<b>HS</b>): No shortcomings</p> <p>5: Satisfactory (<b>S</b>): Minor shortcomings</p> <p>4: Moderately Satisfactory (<b>MS</b>): moderate shortcomings</p> <p>3: Moderately Unsatisfactory (<b>MU</b>): significant shortcomings</p>	<p><b>Sustainability Ratings</b></p> <p>4: Likely (<b>L</b>) negligible risks to sustainability</p> <p>3: Moderately Likely (<b>ML</b>): Moderate risks</p> <p>2: Moderately Unlikely: Significant Risks</p> <p>1: Unlikely: Severe risks</p>	<p><b>Relevance ratings</b></p> <p>2: Relevant (R)</p> <p>1: Not Relevant (NR)</p>

<p>2: Unsatisfactory (U): major shortcomings</p> <p>1: Highly unsatisfactory (HU): severe problems</p>		
<p>Additional ratings where relevant:</p> <p>Not Applicable (N/A)</p> <p>Unable to Assess (U/A)</p>		

**3.5 Progress towards Project Results**

This section of the TE report evaluates the extent to which the project has achieved the results intended from the deployment of the resources made available by GEF through the SCCF. The evaluation was conducted at the Objective and the Outcome levels with the output level analysis being used to generate the evidence required to justify or explain the results of the evaluation. The evaluation uses the indicators identified at design stage as amended in conducting the assessments. Annex 3 to this report also presents these achievements using the "traffic light" system to present the ratings of project achievements.

The TE was conducted through the use of the concept and logic of Results Based Management where the achievement of results by an intervention is based upon the transformation of inputs into outputs or products which then determine the nature and extent of the effects this has on targeted beneficiaries of the intervention.

The project was designed with the objective to scale up climate change adaptation measures and to reduce the vulnerability of rural communities, particularly women, to climate change and variability in the project areas of Buhera, Chimanimani and Chiredzi districts all of which lie in Natural Region V.

This objective was to be met through the implementation of activities under two Outcomes, namely:

Outcome 1: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas;

Outcome 2: Increased knowledge and understanding of climate variability and climate-induced risks in targeted vulnerable areas.

Project implementation and management arrangements have been discussed elsewhere in this report.

**3.4.1 Progress towards Achievement of Project Objective**

**Project Objective: To scale up adaptation measures and reduce the vulnerability of rural communities particularly women to climate variability and change in the project area of Buhera, Chimanimani and Chiredzi districts of Zimbabwe.**

The achievement of the project objective of scaling up adaptation measures and reducing the vulnerability of rural communities, particularly women to climate variability and change was tracked through measuring the Vulnerability Reduction Perception Index at community level. This was measured by tracking the Indicator: Change in the Vulnerability Perception Index on a scale of 1-5 (5- No vulnerability; 4-Low; 3-Medium; 2-High; 1-Extreme Vulnerability).

The baseline for vulnerability perception at project inception was high at an average score of 8 on an index of 1 to 10 across all three districts. The end of project target was set at reducing this to a score of 4 for 35% of households. A survey conducted in June 2018 showed that up to 8,103 (3282 M and 4811 F) households had been reached by the project and vulnerability perception had decreased to a score of 4. Across all three districts, households with high vulnerability had decreased from 88% at baseline stage to around 27%. This trend was confirmed in all three project districts with Buhera recording a reduction in vulnerability perception from 87% to 22-28%; Chimanimani district recording a reduction from 90% to 7-18% and Chiredzi a reduction from 86% to 24-42%. According to the Household Vulnerability Survey conducted in June 2018, the household vulnerability perception index stood at a Low of 4 on the scale for 64% of target households. The end of project target of a score of 4 for 35% of households had therefore been exceeded.

These reductions pointed to the fact that the project had effectively contributed to improved adaptive capacity among beneficiary households. The assessment at the Terminal Evaluation stage was that the project had achieved its intended Objective of reducing the vulnerability of rural communities, particularly women, to climate change and variability. This was achieved through the implementation of activities to address the main drivers of vulnerability at local level. These include environmental and ecological damage, lack of water and limited access to livelihood assets. The communities that were consulted as part of the evaluation considered themselves to be less vulnerable to climate change on account of improvements in the areas of water security, better protected ecosystems; the introduction of climate smart agricultural practices and improvements in access to financial support services which they previously did not have.

The assessment of the TE team is that these reductions in vulnerability perception index can be sustained into the future assuming external forces such as extreme weather conditions such as floods and droughts do not erode the gains made to date.

The TE Rating of achievement of the Objective is **Successful (S)**

### **3.4.2 Progress Towards Achievement of Project Outcomes**

#### **Outcome 1: Diversified and strengthened livelihoods and sources of income for**

### **vulnerable people in targeted areas;**

The TE assessment is that the project has been **Highly Successful (S)** towards achieving Outcome 1.

Four indicators were identified for use in assessing progress towards the achievement of Outcome 1: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas. The first indicator was set to measure the number of households and communities that were adjudged to have more secure livelihood asset bases at the end of the project as measured on a 5 point rating. Access to these would be disaggregated by gender. At project start up (baseline) households in all project sites had poor access to livelihood assets (average rating of 2) and the target for end of project was set at 4 which equated to a 20% increase from the baseline. An average score of 3 had been reached at the end of the project. In Buhera up to 25% (up from 3.2%) of households had reached a score of 4 while in Chimanimani 8% (up from 4%) and in Chiredzi District 13% (up from 2.1%) had achieved the same level of asset accumulation.

The second indicator established at project start up was to track increases in agricultural income as a result of project interventions with a target of 50% of targeted smallholder farmers achieving a 25% increase in income from agriculture. By the end of the project 32% of targeted farmers had increased their income from agriculture by between 15 and 189% through initiatives which were introduced by the project to strengthen linkages between producers and the private sector (market) which established value chains. Up to 38% of smallholder farmers in Buhera had increased their incomes from \$444 at baseline to \$1,321 per year (198%) by 2018. In Chimanimani average household income for 30.4 % of farmers increased from \$864 to \$994 per year (15%) while in Chiredzi the increase was from \$456 to \$1,072 per year (135%) for 27% of the farmers sampled over the same period. It is important to note however that these increases in income were measured from a mixed basket of commodities which in the case of Buhera included livestock, honey, beef and Michigan pea. The highest increases in income were recorded for livestock and horticulture value chains. While average household income has been increasing at the SCCA project sites as reflected above, the ZIMVAC Rural Livelihoods Assessment of 2018 indicated that these have been declining over the period 2013-2017 as shown in the table below. This variation from the "norm" at project sites is a clear indication of the impact the SCCA project has had on rural incomes at project sites and points to the potential the approach adopted for project implementation has for creating diversified rural livelihoods.

**Table 8:** Average Rural Household Income per year: 2013-2017 for 2 Provinces

<b>Province (District)</b>	<b>Average Rural Household Income (US\$) per year</b>				
	2013	2014	2015	2016	2017
Manicaland (Buhera, Chimanimani)	1044	1482	1020	708	672

Masvingo (Chiredzi)	960	1068	948	660	696
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(Source: ZIMVAC (2014, 2015, 2016, 2017) Rural Livelihoods Assessment

The TE however has some reservations regarding the sustainability of these increases in income in the post-project period especially given the volatility of the Zimbabwean economic environment. Some of the indicators at outcome level such as “Two financial transactions for 50% of women-headed household members of VSL groups” which did not capture the value of transactions in VSL members to ascertain the increase in financial assets at group level. This was highlighted at MTR and amended accordingly in the remaining period of project implementation.

Another indicator was that at least 25% of targeted locally produced commodities in the three districts have value added and are marketed by smallholder farmers. Value addition is process orientated and process indicators could have been used to show project input even for those value chains that were not concluded during project implementation.

These same sentiments were expressed in the MTR report (Section 3.1.2) which highlighted that a lot of the indicators developed at design stage were not SMART (Specific, Measurable, Attributable, Realistic/Relative, Time bound) and made recommendations for their revision. Unfortunately, there was little time between the MTR and the end of the project for this to be done and the project was focused on closure.

The main additional Output Indicator proposed by the MTR which was for the project to prepare and deliver an outreach and adoption strategy that ensures that: (i) the 10,100 direct project beneficiaries have been supported through investments in project techniques; (ii) the 50, 000 indirect beneficiaries have been exposed to the project success stories through RDC support and specific project media campaigns (pamphlets, and radio) remains relevant and pertinent in the post-project implementation era<sup>3</sup>.

Perhaps the most successful project intervention from the perspective of livelihood enhancement and women empowerment was the establishment of Village Saving and Lending Groups as these structures have enhanced women's access to financial resources thereby improving their capacities to adapt to climate variability and change. Up to 239 VSL groups involving 3030 people (504 male and 2526 females) had been established in the three districts by June 2018 (75 in Buhera, 27 in Chimanimani and 137 in Chiredzi). The money realised from these VSLs covered a range of household needs including paying for school fees, meeting health care costs and investment in off farm income generating activities. A lot of the women's groups in Chiredzi used some of their income to repair water supply systems for the production of vegetables for

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<sup>3</sup> The following products were used to disseminate results of the project: Flyers for the Nyanyadzi, Michigan Pea, Wetlands, Honey processing. Stories published in the Herald on Biogas and organised honey marketing, Documentaries on project activities aired on ZBC TV, 4 interventions: Nyanyadzi, Honey processing, Wetland protection, CSV of Chiredzi were broadcasted on ZBC TV, promotional materials (T-shirts, hats), signage at project intervention sites.

home consumption as well as for sale. These initiatives are the most likely to be sustainable into the future for as long as there is cash available on the market.

Finally, Component 1 promoted the production of local commodities through the establishment of crop, horticulture and livestock value chains. Progress towards achievement of the end of project target of at least 25% of targeted locally produced commodities having been value added and marketed by smallholder farmers was assessed through the measurement of increases in volumes of products that are processed and marketed by participating communities. In Buhera 12,5 tonnes of raw honey and 5.360 metric tonnes of processed honey had been sold at the Chapanduka Honey processing project realising gross revenues of \$ 46,000 by the 98 participating farmers.

Leafy vegetables produced in community gardens established through the project in all three districts amounted to 11.869 metric tonnes. Up to 4.533 tonnes were processed and dried using solar heaters while up to 82.656 metric tonnes of Michigan Pea had been produced under contract to Cairns Holdings, a private sector entity in Chimanimani and Buhera Districts. Project beneficiaries in Chiredzi district produced 53 tonnes of sugar beans.

The cattle value chain had yielded 348 animals in Buhera and Chiredzi districts which were sold for a total of \$ 183,339.64. A total of 167 goats were also marketed in Chiredzi for a total of \$6,000. A very vibrant genetic improvement programme for goats was also underway in Buhera and Chimanimani districts through the introduction of Boer Matebele crosses.

All the value chains involved both men and women with the cattle value chains breaking the traditional practice which considered the management and marketing of cattle to be the preserve of men. Project participants that we interviewed across all these value chains were convinced that they had found the solution to the perennial problem of poverty which they lived under over the years. The women at Atikoreri feedlot in Buhera District for example, went so far as to declare that they would now be able to sustain themselves and their children in the event of the untimely death(s) of their spouses. Under traditional cultural practice, the relatives of deceased men inherit assets they may have accumulated with their spouses leaving women with little or no livelihood assets. Similar sentiments were expressed by the livestock value chain groups in Chiredzi. The evaluation would want to sound a word of caution against the enthusiasm that has gripped these communities as there is still a lot that they need to learn, especially in respect of maintaining adequate feed stocks and managing negotiations with private sector entities that provide the market outlet for their products. Integration of extension services for technical backstopping is still required as the TE team witnessed livestock (goats) deaths due to diseases which the farmers could not explain. Training is also needed to equip smallholder farmers with skills to maintain water pumping equipment at the boreholes that were drilled and equipped by the project. Some components of the water reticulation facilities in Chiredzi have been stolen which is a serious threat to sustainability of these initiatives.

Assessment of Indicators:

*Diversified livelihood asset base*

Access to livelihood assets was measured on a scale of 5-1 as follows:

5-Very secure access; 4-Secure access; 3-Moderate access; 2-Poor access; 1-No access to livelihood assets.

The communities in the project target areas generally had poor access to livelihood assets at the beginning of the project (baseline 2). The end of project target was set at 4- Secure access. Based on a June 2018, impact survey of beneficiaries, the majority of households (57.5%) had moved to moderate access (rating 3), though there was an increase in households with secure access to livelihood assets (rating 4) to 15.2% from a baseline value of 3.2%.

The assessment at TE stage was that beneficiary communities had achieved the end of project target 4 (secure access) following the implementation of adaptive interventions in water security, watershed management, sustainable land management and agricultural practices. The introduction of climate smart villages had also secured community livelihoods through the introduction of integrated approaches to planning which covered multiple areas of need such as energy, financing, training and market access.

#### *Increased agricultural Income*

Agriculture is the main economic for communities living in the project target areas but returns from the activity have always been low. The implementation of the adaptive interventions above was expected to result in increased income streams from agriculture which would translate into improved and strengthened livelihoods. The highest increases in income at individual household level were realised from livestock value chains supplemented by Village Savings and Lending groups. The increased incomes have provided farmers, especially women with opportunities to broaden their livelihood options. The TE however observed that these activities have the highest potential for being captured by the elite and better resourced members of the community. They are also susceptible to collapse when they implemented without adequate support from extension service providers.

Overall household income increased for 32% of farmers targeted by the project. In Buhera District farmers increased their income to an average of \$1 321/year for 38.6% of farmers from \$444/year at baseline representing a 198 percent increase in income. In Chimanimani District average household income increased to \$994/year for 30.4%% of farmers from \$864/year at baseline representing a 15 percent increase in income. In Chiredzi District average household income increased to \$1 072/year for 27% of farmers from \$456/year at baseline which is a 135 percent increase in income. This is a significant impact as ZIMVAC reports show a decline in household incomes for Manicaland and Masvingo since project inception (Manicaland 2014-\$1482, 2017-\$672 and Masvingo- 2014-\$1068, 2017- \$696). Nationally ZIMVAC reports a decline of 23% of household incomes since 2014 (ZIMVAC 2017 Report).

#### *Financial Services*

Lack of financial resources has always hampered the growth and development of rural

economies in Southern Africa where most residents are not banked. The facilities offered through the formal banking sector are also not suitable for smallholder farmers who do not have the collateral that is usually required. VSLs that were introduced by the project have proved to be a major success as a source of micro-finance for these rural communities. Members use the money they borrow from the VSLs to start enterprises such as chicken farming and other small businesses which have proved to be critical in building community resilience in the face of climate change and variability. A total of 254 VSL groups which have benefitted 3287 people (537 male and 2750 females) in all three districts had been established at TE stage. The incomes realised from these initiatives, especially by the women have been used to pay for school fees for the children with the women at Atikoreri in Buhera pointing to the fact that these income streams help them support the girl child to continue with their education when their fathers face challenges raising money for this purpose. Some of the income is used to supplement household finances which are not always adequate to cover obligations like provision for healthcare. The TE assessed this aspect of project performance from the perspective of the impact improved access to financing has had on beneficiaries rather than the number of transactions (Midterm Review expressed similar sentiment)

### *Market linkages*

Lack of access to markets for products from rural farmers has always frustrated all efforts at getting smallholder farmers engage in the mainstream economies of most African countries. The project facilitated the establishment of market linkages between communities in project site areas who were producing products which have ready market access resulting in dramatic improvements in production and incomes flowing to these communities. The honey value chain in Buhera had produced 12 metric tonnes of raw honey and 5 tonnes of processed honey had been sold realising \$46, 000 which had been shared among the 98 participating farmers. The TE team observed huge gaps in product quality and recommend that this producer group be linked to the International Centre Insect Physiology and Ecology (ICIPE) which helps farmers with training and market identification.

The other value chains which promoted the production and marketing of horticultural crops and livestock are also doing well with farmers having sold 348 cattle to the various private abattoirs realising more than \$186, 000. The goat value chain has embarked upon breed improvement with 28 Boer Matebele bucks having been distributed to participating groups. Goats have been sold to abattoirs in Chiredzi. This is an important development as it broadens the scope of product the farmers produce and sell. This is direct evidence of diversified livelihood options for farmers in these dry regions of the country. Progress towards achievement of Outcome 1 was assessed to be Successful at the time of the Terminal Evaluation.

### **Outcome 2: Increased knowledge and understanding of climate variability and climate-induced risks in targeted vulnerable areas.**

Outcome 2 sought to generate knowledge and understanding of climate change and variability and disseminate relevant risk information to concerned stakeholders in the project area for use in agricultural decision making at all levels. The project target was to have at least 70% of

smallholder farmers in the project area having access to localised climate forecasts. In addition an El Nino based seasonal climate forecast and rainfall outreach protocol has been developed for the project areas by MSD. This allowed for the advance dissemination of the 2016/17 seasonal forecast in all three districts and 50% of targeted farmers receiving this information through extension services operating at local level.

The assessment at the TE stage is that up to 45% of farmers in the project area had access to locally relevant rainfall data on a near real time basis as this was collected through the network of rain gauges which were distributed across the project area and managed by fellow farmers who were trained to record and disseminate such data to their peers. Smallholder farmers could therefore make management decisions about their farming operations.

Farmers also received weather and climate outlooks through various media with an average 70% in the project area receiving this information through the radio and through extension services. Chiredzi District had to resort to using social media to disseminate rainfall outlook reports as the area has challenges with radio coverage. MSD also produced 7 day rainfall forecasts although more needs to be done to enhance the capacity of the department in this area. Two AWS have been established in Chimanimani and Buhera Districts while 30 rain gauges have been distributed and installed at farmer field schools at AGRITEX offices. Finally, a front page based climate information dissemination system has been designed and installed at MSD, AGRITEX and National and District offices in the three pilot project areas. The ICT based climate information system however remains non-operational due to staff rotations within AGRITEX. Capacity building support which was originally provided by UZDGES as a responsible party is now being provided on a case by case basis.

The issue of concern regarding the provision of climate information systems to farmers is that there is no synergy between the weather and climate information that MSD produce and package for dissemination and the weather advisory services provided to the farmer by agricultural extension officers whose focus seems to be mainly related to rainfall patterns. Farmers have therefore not benefitted from the longer term ICT based weather and climate information system that MSD produces which would have enabled them to plan their activities over the long term.

Government with support from UNDP CO needs to take up this issue in the post project period and ensure that appropriate information is included in weather and climate advisory services that are disseminated to the smallholder farmers in the three project areas and the country in general. The TE established that Oxfam is continuing with a follow on project in Buhera district which focuses on climate change adaptation. This aspect of Outcome 2 of the Scaling up Adaptation in Zimbabwe with a focus on rural livelihoods project could be supported through this new project.

Activities under Outcome 2 were intended to generate and disseminate knowledge about climate change and variability so that smallholder farmers could gain an understanding of this unfolding phenomenon.

The Outcome was to be tracked through two interrelated indicators, namely:

*Weather forecasts sent to stakeholders:*

The project supported the collection of weather data at the local level through the use of rain gauges which were managed by local farmers working with local extension officers. This data was disseminated in real-time to farmers allowing them to make decisions on their farming activities, This system has been used extensively in Chiredzi District as well as in the other two districts where farmers in Climate Smart Villages have been trained to keep rainfall and data relating to soil moisture content.

In tandem with this, the project also supported the development of a digital weather forecasting methodology through which weather and climate related data would be collected through Automated Weather Stations located in Chimanimani and Buhera Districts. The data sources from this system was to be used in the development of a weather messaging service by MSD for transmission to the farmer through the Agricultural extension services. Technical support for the operationalisation of this system was to be provided by the Department of Geography and Environmental Sciences at the University of Zimbabwe. This system has not been operationalised due to capacity limitations at MSD and inability of AGRITEX to operate the equipment which has been procured by the project for this purpose. Some equipment (desk top computer) were lying idle at the district centers (Chimanimani).

The Terminal Evaluation also reviewed the planned Outputs and assessed the extent to which these had been achieved. SCCA in Zimbabwe with a focus on rural areas project had a target to reach 10100 households in the three districts in which it was implemented. The Annual Progress report based on the Household Survey conducted in June 2018 indicates that the project had by then reached just over 8,000 households or 85% of the target. This level of achievement builds a firm foundation upon which scaling up can be built beginning with the specific wards within which project activities were implemented.

The TE has noted that target communities now display a very keen understanding of the implications of climate change on their livelihoods and are willing to engage in adaptive activities to mitigate these effects. During the evaluation mission, it was clear that women had taken up most of the project activities and were beginning to realise direct benefits which were changing their socio-economic status. The impact of micro-catchment rehabilitation activities at in Nyambeya in Chimanimani district is a typical example of how the project was addressing traditional problems of water scarcity which women face in the drier regions of the country. The rehabilitation of the upper catchment of Nyanyadzi Irrigation scheme was also beginning to show the benefits of ecosystems management as a response to climate change.

Climate Smart Agriculture initiatives have also been introduced among the beneficiaries in Climate Smart Villages. So far, experience seems to be indicating that the adoption of these technologies have the potential to assist farmers in responding and adapting to climate change and variability. In discussions with some farmers the TE established that a lot of farmers are doubting the utility of the ripper tine as a climate smart technical

intervention as it is not a user friendly technology for farmers who depend upon low technologies such as ox-drawn ploughs. It is instructive in this case to recognise that the reason farmers are questioning this innovation is that it depends on draught power. Most of the draught power available to farmers before the on-set of the rains is coming out of a dry winter where there is little grazing and is therefore not in a condition to pull the heavy equipment. The pilot initiative to grow supplementary fodder addresses this issue squarely and should be pursued in the post project area.

The introduction to and adoption of energy saving stoves by rural smallholder farmers has had a chequered history across the African continent with most experiences pointing to the failure of these stoves to totally replace the conventional open fire. Although some farmers have adopted the technology and those trained in making the stoves are obtaining additional income through selling the stoves, there is no guarantee that there will be wholesale adoption of the stoves anytime soon.

The evaluation team was surprised to notice that the use of biogas for cooking is considered as a new innovation in the project areas. These interventions should be monitored with a view to recording their levels of uptake into the future.

The introduction of inclusive financial services among rural communities was clearly demonstrating that access to financing was a necessary pre-condition for communities to invest in projects that impact directly on their livelihoods. The VSLs that are now fully functional in all three project districts have gone a long way towards meeting other basic household needs such as school fees and health care costs.

Livestock and agriculture (Michigan pea, honey) value chains involving rural communities have been introduced among participating communities in the three project districts. For Buhera 711 (388M, 323F) households, Chimanimani 350 (201M, 149F) and Chiredzi 940 (395M, 545F) have been involved in these value chains. About 2053 (1016M, 1037F) were involved in other short value chains in the three districts. These initiatives have unlocked the potential for rural communities to participate in the country's mainstream economy in partnership with the private sector. The horticulture, livestock and honey producing projects which have been supported through the project show promise that they will have huge impacts on rural poverty if they are sustained into the future. The honey value chain still requires technical assistance to improve on quality control as the honey that is being produced is not consistent in quality from one batch to another. The TE recommends that this group be introduced to the International Centre for Insect Physiology and Ecology (ICIPE) which is a centre dedicated to research into the role of commercial insects in rural development. The project has also been supporting the generation of climate information for use by farmers in planning their operations. This was delivered through the creation of local level early warning systems that were to be disseminated to the farmers. This aspect of the project has not had the same level of success as the others due to a number of glitches with the management arrangements put in place to advance the activities. While community members have collected rainfall data

they have not benefitted from the envisioned comprehensive early warning system.

The Overall assessment of the project progress towards Objectives and Outcomes was assessed as **Successful (S)**.

A summary of project results at the Terminal Evaluation stage is provided in Annex 3 to this report.

### **3.5 Project Relevance, Effectiveness, Efficiency and Impact and Sustainability**

#### **3.5.1 Relevance and Ownership**

The evaluation team's analysis, of the country context and the changes that happened over the project period revealed that the project was relevant to the situation at local district and national level. This view was confirmed by all the stakeholders who we interviewed as part of this evaluation process. In addition to being relevant to national priorities, the project as designed was also relevant to the ZUNDAF and SCCF GEF programmes of action as already discussed in Section 2 of this report.

The SCCA project was designed to address the major climate change related problems facing rural communities in the dry regions of Zimbabwe. Increasing frequency of droughts has caused reductions in food production while the food production capacities of communities in the country have been damaged by unpredictable weather patterns. Capacity limitations in mainstreaming climate change adaptation into planning systems were also impacting directly on the livelihoods of rural communities.

The focus of the project on capacity building as a foundation for the adoption and mainstreaming of climate change adaptation into the policy making processes is viewed to have been strategic for Zimbabwe. Rural communities in the country also face serious resource constraints to facilitate this. The project focus on the provision of resources through the VSLs which have been established in all three districts is already showing results especially among the women participating in the project who are investing in livestock through the goat and livestock value chains. Gains made in the VSLs will be sustained through the model used of local trainers/agents and the demand for local informal financing services in the rural economy given the constraints communities face in accessing loans in the formal financial sector.

The SCCA project was also consistent with the UNDP Country Programme and GEF Programming priorities as discussed under the project description section of this report. In this context, the TE confirms that the project reflects and incorporates the broad UNDP priorities of poverty alleviation, improved governance especially with reference to empowerment and the building of resilience and capacity to recover from natural disasters. These priorities are closely associated with the purpose of the project which was the diversification of community livelihoods to enable them to adapt to climate change and variability.

Poverty alleviation has been a central tenet of development planning in Zimbabwe since the attainment of independence in 1980. It is not surprising therefore that all development planning

frameworks, policies, strategies and action plans have this as a major target. The SCCA project was aligned with ZimASSET, a national economic development planning framework for the period 2013–2018, the National Climate Change Response Strategy (2014), the National Poverty Reduction Strategy, the Draft National Agricultural Policy, the National Disaster Risk Management Policy and the National Environment Policy all of which in one way or another promote rural poverty alleviation and food security against the backdrop of climate change and variability.

The involvement of key stakeholders in the Project Steering Committee as well as the District Project Steering committee ensured ownership of the project at national and district level. This was confirmed by the clear articulation of the project objectives and results by all the steering committee members interviewed at district level (Chimanimani and Chiredzi).

The project under review is aimed at supporting the integration of climate change adaptation in national and district development planning and building the capacities of national and district level development agencies and vulnerable rural communities to mainstream adaptation to climate change and variability. Evidence on the ground in all three districts points to the fact that capacity building support aimed at technical support entities such as the Department of Irrigation and Mechanisation has resulted in changing the way staff now do their business. Enhanced capacity to adapt to climate change at local level will ensure the institutionalisation of these strategies for the long term thereby promoting national ownership of the project objectives. It is expected that the district and national plans that will be developed in Chimanimani, Buhera and Chiredzi from now going forward will have climate change adaptation as a central theme.

Finally, the project is also aligned to the following Sustainable Development Goals:

Goal 1: End poverty in all its forms everywhere;

Goal 2: End hunger, achieve food security and nutrition and promote sustainable agriculture;

Goal 5: Achieve gender equality and empower all women and girls;

Goal 12: Ensure sustainable consumption and production patterns (sustainable management and efficient use of natural resources);

Goal 13: Take urgent action to combat climate change and its impacts.

The team rates the project as **Relevant (R)**

### **3.5.2 Effectiveness**

The SCCA project was designed to promote the adoption of climate change adaptation as a pathway to developing sustainable livelihoods in the dry regions of Zimbabwe (Natural Region V). **Project implementation** has involved participating communities working in close collaboration with government and NGO service providers. Significant progress has been achieved in institutionalising adaptive strategies to climate change at community level through the promotion of integrated planning systems, rehabilitation of degraded lands, introduction of

value chains through which communities have started realising direct benefits and the generation of knowledge about climate change for mainstreaming into local, district and national policy development processes. It is significant to mention that these achievements have been made under very difficult and challenging political and economic conditions in the country with some level of political interference in the governance of high visibility project initiatives such as Nyanyadzi Irrigation Scheme. The involvement of direct project beneficiaries in decision making processes around project activities promoted a sense of ownership of the initiatives which led to effective implementation. At Nyanyadzi Irrigation, for example, there has been a shift from the old practice which left decision making regarding management of water supply systems in the hands of government extension services to one in which beneficiaries themselves are now responsible for the maintenance of the weir and the canal system which delivers water to the irrigated lands. Participating community groups consulted during the evaluation stated that they would be able to continue implementing elements of the project on their own in the post-project era because they had fully grasped the importance of local action over outside support with respect to issues that affect their own livelihoods.

The effectiveness of project implementation under the SCCA project was adjudged to have been **Highly Successful (HS)** as it was contributing directly to the achievement of project objectives.

### **3.5.3 Cost-Efficiency**

The project was implemented on a grant of US\$ 3,980,000 from the Special Climate Change Fund. This is considered to be a modest amount of money when compared to the amount of work that the project set out to deliver on. Community mobilisation and the development of infrastructure such as catchment rehabilitation, community boreholes and water storage tanks can be high cost activities. The fact that the project can point to three catchment management projects a rehabilitated irrigation scheme and various rainwater harvesting infrastructure at schools is a clear demonstration of cost effective project implementation. This cost effectiveness was also buoyed by the effective mobilisation of beneficiary communities who provided the labour required to install the infrastructure. Projects which required major investments in infrastructure such as Nyanyadzi Rehabilitation works were preceded by feasibility analyses to establish their viability before funds were committed. This is clear demonstration that the project approach was cost efficient.

The TE also assessed the project expenditure in light of the benefits which have accrued to beneficiary communities and adjudged that huge benefits have been realised from limited resources even after taking into account co-financing which was committed to the project.

Efficiency of resource use under the SCCA project was rated **Highly Successful (HS)**.

### **3.5.4 Impact**

The end of project household impact survey conducted in June 2018, showed that there was low a vulnerability perception index (score 4 or less) for 27.4% of households which was a sustained improvement from 26% at mid-term and 3.2% at baseline. More households (44.6%) had a

moderate vulnerability (score less than 8 and greater than 4) compared to 40% at mid-term. At project end there was a downward trend in households with high vulnerability (score 8 or more) from 88% at baseline to 21- 27% in the project household impact survey.

The project made investments to reduce vulnerability and build resilience including enhancing water security; wetland protection and restoration, land management, the establishment of climate smart villages, and VSLs. In all, 21 boreholes, 12 rainwater harvesting systems at 13 schools, 2 weirs, and 3 wetlands were restored and protected. Under the natural ecosystems focus area, the project supported the protection of 1500.4 hectares of land through the construction of dead level contours, vegetation strips, gully plugs, storm drains, silt traps, reforestation. For climate smart farming practices, 25 community gardens, 9 solar powered water systems, 9 climate smart villages where 103 energy saving stoves, tin silos, rangeland restoration, labour saving farming technologies were established. In addition, 6 demonstration plots (farmer field schools), 22 baby demo plots were established across the three districts. Village saving and lending groups were incorporated in all project activities to improve access to finance and increase investment capital.

Community members interviewed during field visits confirmed that they were now able to harvest food even in drought years as opposed to the period prior to the introduction of project interventions which points to the impact the project has had among these beneficiaries.

The SCCA project has yielded a number of very significant results. Initial work to integrate climate change adaptation into national policies has started and should be supported further. The pilot projects on watershed rehabilitation have resulted in increased and more reliable availability of water in community areas which had suffered serious water shortages over the years. The project also demonstrated the potential benefits of ecosystems restoration interventions.

The community groups involved in the project demonstrate a very good understanding of the implications of climate change on their livelihoods and they are willing to engage in activities to mitigate these as long as they realise direct benefits in the form of either cash or enhanced food security.

The livestock value chains have perhaps had the most dramatic and measurable impacts on the livelihoods of rural communities in Natural Regions IV and V with those households that have sold livestock stating that their lives had changed due to the money that they have realised. While this might be the case, it is important that the large sums of money realised to date might not be realised in future without attention to rangeland management.

While the project has started showing results, it is too early to characterise these as impacts as it is as yet unclear what will happen after project closure. The mainstreaming of the lessons from this project into policy formulation is still incomplete with senior government officials doubting that government really understands the threat that climate change poses for the future of the country.

It is the view of the evaluation team therefore that the project is yet to have measurable impacts despite the impressive results that it has generated to date. Impacts are usually realised over the long term and well after the projects have been closed.

The conservation works that the project is implementing in resuscitating Nyanyadzi irrigation scheme using micro-watershed management are now being widely adopted by other agencies operating in the country as a model in controlling the accumulation of silt. Silt traps, storm drains, contours, river training using gabions are some of the strategies that were promoted by the project and are being adopted. The project has also catalysed more funding in the project area where the interventions are being used as baseline projects. For instance, the **Supporting Enhanced Climate Action”, (SECA)** project being implemented over the period 2016-2020 is building on the work that has been started by the project in Buhera and Chiredzi. Implementation of activities uses a partnership approach involving other NGOs, government departments and private sector.

### 3.5.5 Sustainability

**Table 9: Sustainability Ratings**

<b>Sustainability Criteria</b>	<b>Sustainability Rating</b>	<b>TE Justification</b>	<b>Recommended Action if any</b>
<b>Financial</b>	<b>L</b>	Farmers are beginning to realise incomes from some of the activities they are engaged in and are also willing to invest some of these into project activities. There is also a sizeable number of collaborative programmes with funding for similar projects (e.g. the follow-on Oxfam project in Buhera district) which can be tapped into thereby mitigating against whatever financial risk there might be going forward,	
<b>Socioeconomic</b>	<b>ML</b>	The project has started generating benefits in the form of new livelihood enhancement options for smallholder farmers. Of more importance is that the project has unlocked the potential that women have as project managers without threatening the position of men. The complimentary use of these capabilities has the potential of creating new social dynamics which will work to the	

		benefit of all.	
<b>Institutional Framework and Governance</b>	<b>L</b>	Capacity building and training activities have worked to strengthen institutions for project management from the local to the national level. The increased role of community members, especially women, in managing VSLs in project sites is evidence of the establishment of local level institutions which are well positioned to manage project outcomes into the future. This contributes to institutional sustainability over the long term.	
<b>Environmental</b>	<b>HL</b>	Investments in water resources management and development, soil conservation and ecosystems management and the introduction of fuel efficient stoves and the introduction of the concept of the Climate Smart Village will together generate a local national and global environmental dividend which will benefit rural farmers.	
<b>Overall Likelihood of Sustainability</b>			<b>L</b>

### *Financial Sustainability*

The majority of rural development projects fail to continue in operation after the end of external financial support because such projects have built in long term management and operational costs which communities fail to carry on their own when external funding comes to an end. This was the case with Nyanyadzi Irrigation scheme in Chimanimani District in the past. The SCCA was designed to ensure that beneficiary communities realise direct income benefits which they can reinvest into the activities they are participating in. The project does not have costly management and maintenance requirements which means that beneficiary communities will be able to support these initiatives when external support comes to an end.

Participating communities are also realising incomes from the activities they are engaged in, with those participating in the livestock value chains stating that their livelihoods have been made more secure since they joined the project. Income streams from the various project elements are projected to increase as participating communities acquire more skills to manage their activities

through the project. Almost all participants interviewed indicated that they had plans to plough back some of their income into the activities they are engaged in which will enhance the financial sustainability of the initiative over the long term. The localized operations of the VSLs have created local financial market/system which is almost insulated against external (national) market volatility as was shown by their ability to adjust to cash shortages and inflation during 2017/18.

The livestock and agricultural value chains which depend on external markets on the other hand are potentially vulnerable to negative impacts from changes in external financial factors if their contractual agreements do not factor in these changes. It will therefore be necessary for contracts between involved communities and private sector entities to be reviewed annually to factor in these externalities. Local government agencies working with community groups will need to be involved in these contract discussions as a risk mitigation measure. There is also potential for investments in project elements through follow-on projects such as the Oxfam project that will start in Buhera in 2019.

The TE determined that there are limited risks associated with the financial sustainability of this project financial sustainability is **Likely (L)**.

#### *Socio-economic Sustainability*

The SCCA project is aimed at developing and supporting sustainable livelihoods which have direct implications for the social and economic status of beneficiary households and communities. The project approach, which focuses on building capacity for adapting to climate change using tried and tested mechanisms which community groups are familiar with promotes stakeholder ownership of these skills thereby ensuring that participating communities will be able to manage their own socio-economic development without outside support. The community members involved in livestock and agricultural value chains in Buhera and Chimanimani districts confirmed that they will be able to continue funding the activities they are currently involved in and even expand on these over time. Beneficiary communities in the three project areas have started creating social networks through which they are sharing experiences which further enhance their project planning and management capabilities.

The SCCA project has contributed to the creation of a new socio-economic paradigm which is driven by reliance on local capacity in the rural areas of Zimbabwe that are located in Natural Region V. With effective replication and scaling up over the rural landscape it is expected that the adaptation strategies which have been promoted by the SCCA project will contribute to greater access to livelihood assets by participating communities, especially women, which will reduce their vulnerability to climate change and variability.

While commendable progress has been achieved in getting women and other previously disadvantaged groups to participate in and access benefits from the initiatives supported through the SCCA project, the TE team recognises a number of social and economic threats to the sustainability of these benefits. Women's access to land and other productive resources is limited over the communal land space in Zimbabwe. Land is only allocated to individual male members of families upon marriage through the traditional administrative system. This cultural norm

threatens to undermine the progress which has been made towards integrating women into productive enterprises which have been established to date. Participating community groups have organised themselves into producer groups and entered into business arrangements with private sector entities for the supply of commodities which they produce. While there is evidence of increasing income streams to participating communities, management skills at the community level are still low which exposes the initiatives which are showing promise to capture by elites at the local as well as the national level. This is the fate that befell the feedlots that were supported by Tongaat Hullet in Chiredzi which today lie unused. Closely related to this is the uncertainty in the economic sphere in the country which could negatively impact the projects under implementation especially when they engage to enter the national economic space. On account of these threats, the TE team considers the Socio-economic sustainability of the SCCA project outputs **Moderately Likely(ML)**

#### *Institutional Sustainability*

The SCCA project supported the building of local level institutions at community level through project management committees that were established to guide the implementation of various activities and introduced comprehensive training and capacity building activities aimed at enhancing the ability of these institutions to manage projects and programmes. The project also supported the introduction of governance arrangements that are now in use to administer project activities. Perhaps more importantly, the SCCA project is promoting the involvement of women and youth in project implementation and management thereby improving upon the governance of these initiatives. Most of the projects supported under the project now have women representation in the order of 68% or more as members with membership and management of VSLs predominantly female. Situations where proceeds from activities such as livestock management were managed exclusively by men usually with little or no impact on household incomes have been reduced by these new governance arrangements. Joint management of household incomes has resulted in higher welfare for families while female headed households have increased their participation in rural economic activities. Support with institutionalisation of these arrangements will however continue to be required beyond the project life span.

Project implementation at district level has been grafted onto already existing district development planning processes which are implemented through the Rural District Council and coordinated by the District Administrators. This arrangement affords the project access to all the relevant development planning agencies which operate from the district headquarters. The Departments of Mechanisation and AGRITEX were the most prominent district level agencies that were mobilised to work with beneficiary communities in planning for and execution of land and ecosystems rehabilitation and restoration projects, rainwater harvesting and the establishment of the livestock and agricultural value chains. Private sector and civil society entities operating at district level were also mobilised to support project elements. The mobilisation of district level development planning and extension agencies to participate in project funded activities is expected to promote the mainstreaming of climate change adaptation into district development planning processes as well as the operational protocols of these planning entities.

At the national level, the project promoted collaboration with the responsible parties and the members of the Food and Nutrition Cluster which served as members of the Project Steering Committee/Project Board. This collaboration is expected to facilitate the mainstreaming of climate change adaptation into national policy formulation processes.

Overall therefore the SCCA project has contributed to the building and strengthening of the institutional frameworks for livelihoods enhancement in the three districts. Promoting the involvement of previously secluded members of society, such as women, in project management has changed the governance systems at the local level with women being involved in decision making in greater numbers. It is expected that the Institutional framework and governance arrangements in the project areas in the three districts will be sustainable over the long term as a result of the implementation of the project. Institutional sustainability is **Likely (L)**

#### *Environmental Sustainability*

The SCCA project was designed to support smallholder farmers and local communities at the district level to scale up adaptation action aimed at reducing vulnerability to climate change. Specific actions supported in this regard include integrated watershed management activities that promote the rehabilitation of degraded sub-catchment "water towers" as a way of ensuring sustainable supplies of water to rural communities in the dry regions of Zimbabwe. These initiatives have been used as entry points into the larger catchment management initiatives which are tried and tested as means to secure the livelihoods of poor rural communities. The diversification of livelihoods at community level through the introduction of resource use based alternatives such as livestock management involve the establishment and rehabilitation of grazing lands with its expected impacts on the protection and development of natural resources in the project areas. The integrated micro-watershed planning and the introduction of rangeland management initiatives under the project will have direct impacts on the environment in the project areas.

The concept of Climate Smart Villages introduced by the project promotes integrated planning which includes a variety of responses to climate change and variability. Primary among these are the various climate smart agriculture practices, forestry and environmental conservation, the adoption of fuel efficient cook stoves and the dissemination of technologies such as solar installations for pumping water all of which are aimed at reducing the environmental footprint of the communities in the project areas. The adoption and replication of these practices to the rest of the districts and beyond will yield an environmental dividend which will mitigate any environmental risks. As participating communities take over responsibility for the projects and programmes introduced through the project, it is expected that the project results will be environmentally sustainable over the long term. Environmental sustainability is adjudged to be **Highly Likely (HL)**.

#### *Overall likelihood of sustainability*

The TE team believes that the likelihood of the SCCA project being sustainable in the long term is **Likely (L)**.

## **4. Conclusions, Lessons Learned and Recommendations and**

### **4.1 Conclusions**

The TE team's assessment is that the Project Theory of Change which identified three pathways to mainstreaming climate change adaptation has generally held true. Investments in natural resources management initiatives such as micro-catchment rehabilitation and climate smart agricultural practices, complemented by strengthened support institutions, sustainable financial services, climate information services and predictable markets for smallholder farmers' produce have created diversified livelihoods among participating smallholder farmer communities in the three districts of Buhera, Chimanimani and Chiredzi. Diversified livelihoods facilitate the effective adaptation of project beneficiaries to the impacts of climate change and variability as evidenced by improved agricultural output and household incomes from the various value chains supported by the project.

Adaptation measures that have been implemented with project support have contributed to the reduction of the vulnerability of target households to climate variability and change.

Households with secure livelihood asset bases increased due to project interventions from 3.2% with a rating of 4 to 15.2% compared to end of project target of 20%. Livelihood asset base is derived from the household or community having a combination of strategies available such as access to natural capital (water, natural resources), climate smart agricultural practices and technologies, skills and knowledge, training, timely weather and climate information and access to finance and markets. This allows communities to have a broad livelihood asset base to rely on thus reducing vulnerability to climate related and other shocks.

Sustained increase in household agricultural income is dependent upon the provision of sustained, comprehensive support covering training, financing, production, processing and marketing.

The brokering role of community support organisations (government and NGOs) is important in ensuring that communities increase their knowledge and skills for effective engagement with external suppliers and buyers of their produce.

A form of Public, Private, Community and Civil Society partnership model emerged from the SCCA project in all interventions. This lesson can be used in other interventions and sectors for effective delivery of set objectives. This was demonstrated in the value chains (livestock, Michigan Pea Bean, Honey).

The VSLs are a potential model for the creation of a viable localized rural economy as shown in project sites where the members of these entities are investing proceeds in livestock production either as groups or as individuals, in irrigation schemes, nutrition gardens and dry land cropping. VSLs are also establishing social support networks which focus on providing support to vulnerable individuals (orphans and elderly) as mentioned by VSLs in Buhera.

Processing and/or value addition of locally produced commodities is in line with the government vision under ZimAsset and Vision 2030 of value addition based on comparative advantage of a district/province. For example the Michigan Pea bean does well in NRV but requires irrigation. Livestock production is a recommended farming system in semi-arid and arid regions.

Use of pilot sites to demonstrate viability of new innovations before up scaling is important to ensure sustainability and uptake of the innovation through community networks which are trusted (e.g. farmer field schools) than external agencies.

Pilot initiatives that contribute towards national priorities are likely to gain visibility, support and continuity but may face challenges of elite capture thus complicating governance (e.g. Nyanyadzi Irrigation works). Such pilot initiatives can be used for both upscaling of CCA and to leverage policy change towards mainstreaming climate change adaptation.

Use of locally relevant weather information generating technologies such as rain gauges accompanied by adequate training and awareness is an effective way of providing locally relevant weather information for farmers to make appropriate crop management decisions. Information obtained in this way is more readily used as there is ownership through manning, recording, analysis and dissemination by local persons.

Most of the pilot initiatives funded under the SCCA project have started generating results and still require institutional and programmatic support for them to be sustainable. Support is still required for strengthening community project management systems. Institutional strengthening will also be required among some of the groups involved in value chains.

## **4.2 Lessons Learned**

A number of useful lessons have been generated from the implementation of the SCCA project. These lessons will be important for the design of similar projects addressing similar problems and for informing what implementing agencies should do with the results generated to date. These are discussed below;

1. Rural community groups understand the implications of climate change and they will participate in projects that address threats to their livelihoods if they realise benefits from their efforts.
2. Responses to climate change should be guided by local and national priorities to ensure the participation of all stakeholders.
3. Participatory planning processes promote more long lasting impacts among beneficiary communities. The approach adopted under the SCCA project to involve community groups in the project design and implementation has resulted in community groups at the pilot sites owning the project which bodes well for sustainability.
4. Climate change adaptation needs to be mainstreamed into development planning initiatives at various planning levels for the results from the initiatives to be sustainable over the long term.

The integration of climate change adaptation initiatives into district and national planning levels will guarantee the long term institutionalization of this approach to development.

### 4.3 Recommendations

One of the primary objectives of the SCCA project was the mainstreaming of climate change adaptation strategies into the policy making processes at various administrative levels. The project has yielded a lot of useful lessons which can be used to influence development planning policies and practice to ensure climate change adaptation is taken into account as development planning policies are developed in all relevant sectors of government.

***Recommendation 1: It is recommended that UNDP and the Climate Change Directorate at the Ministry of Lands, Agriculture, Water Climate and Rural Resettlement consider packaging the lessons learned from the SCCA project into policy briefs for use in informing national level decision makers about the implications of climate change for national development planning.***

The SCCA project has supported a number of pilot initiatives which have started yielding results which might not be sustainable if left unsupported after the project stops. Aspects of the project such as institution building at community level still require additional support as the institutions created to date are not mature enough to stand on their own and perform their intended functions without external support.

***Recommendation 2: It is therefore recommended that UNDP and Oxfam package these results and pass them on to successor projects to be implemented in the same districts for continued support to these aspects.***

The SCCA project has supported sixty-three (63) pilot projects covering all adaptation approaches. These include 25 community gardens, 9 CSVs, 6 demo plots, 22 baby value chain demo plots and 1 honey value chain project. Some community groups involved have however not mastered the intricate management and negotiation skills that are involved in building and maintaining these value chains. Relationships created between community groups and private sector entities could therefore working to the disadvantage of community groups if management capacities at community level are not adequately strengthened. There will therefore be need for continued external backstopping by appropriate government extension services working with the private sector entities to ensure scalability and sustainability of these initiatives over the long term.

***Recommendation 3: It is recommended UNDP engages with the relevant government entities responsible for enterprise development as well as private sector companies providing market linkages to ensure that these nascent business enterprises are supported beyond the life of the project. Institutional capacity building support at community level should be provided to facilitate increased income flows into the communal areas of the country as a way of promoting their participation in the mainstream national economy.***

Climate information is not always packaged in formats that smallholder farmer communities easily understand. This has resulted in climate information documented under SCCA not being communicated for use by farmers in the project sites.

***Recommendation 4. Follow-on projects should collect all the climate information collected under SCCA and package it in formats that communities understand. Consideration should also be given to the use of local languages in drawing up weather advisories in line with the decision taken by SADC.***

There is the looming threat of successful value chains such as livestock and agriculture value chains being captured by the elites in the communities.

***Recommendation 5. Value Chains need further support beyond the project as the institutions established to manage them at community level are not fully established.***

Development planning at district level has largely been sector based which has not yielded sustainable results to date.

***Recommendation 6. The CSV concept should be institutionalised as an approach to district development planning process. This is particularly important in the context of the recently announced policy of devolution of the responsibility for development planning to provinces in Zimbabwe.***

Smallholder initiatives such as CSA and community financing need continued support especially as they relate to the building of resilience and adaptation to climate change and adaptation.

***Recommendation 7. GEF SGP will be operational in Chimanimani District in the next cycle. It is recommended that the programme should engage successful VSLs and CSVs and support them with training and larger financial facilities to make them sustainable.***

Market linkages between smallholder farmers and private sector entities are not fully developed as the project reaches closure. Community groups still require support with building of negotiation skills.

## 5. Annexes

### Annex 1 Terminal Evaluation Terms of Reference

#### INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the *Project Title: “Scaling up Adaptation in Zimbabwe with a focus on Rural Livelihoods”*. (PIMS 4713). The essentials of the project to be evaluated are as follows:

#### PROJECT SUMMARY TABLE

Scaling Up Adaptation in Zimbabwe with a Focus on Rural Livelihoods				
GEF Project ID:	4960		<i>at endorsement</i> <i>(Million US\$)</i>	<i>at completion</i> <i>(Million US\$)</i>
UNDP Project ID:	00090492	GEF financing:	3,980,000	3,980,000
Country:	Zimbabwe	IA/EA own:	400,000	400,000
Region:	Africa	Government:	100,000	100,000

Focal Area:	Climate Change Adaptation	Other:	12,200,000	12,200,000
FA Objectives, (OP/SP):		Total co-financing:	12,700,000	12,700,000
Executing Agency:	UNDP	Total Project Cost:	16,680,000	16,680,000
Other Partners involved:	OXFAM, SAFIRE, Plan International	ProDoc Signature (date project began):		Nov 26, 2014
		(Operational) Closing Date:	Proposed: Nov 5, 2018	Actual: Dec 31, 2018

## OBJECTIVE AND SCOPE

The project was designed to scale up adaptation measures and reduce the vulnerability of rural communities, particularly women to climate variability and change in the project area of Buhera, Chimanimani and Chiredzi Districts (Agro ecological Natural Region V<sup>4</sup>) in Zimbabwe. The project has 2 expected outcomes: **Outcome 1:** Diversified and strengthened livelihoods and sources of income for vulnerable smallholder farmers in project area; and **Outcome 2:** Increased knowledge and understanding of climate variability and change-induced risks in targeted vulnerable areas. The project is targeting 10,000 households, mainly women-headed, in the three districts.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

## EVALUATION APPROACH AND METHOD

An overall approach and method<sup>5</sup> for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as

<sup>4</sup> Zimbabwe is divided into five agro-ecological regions, on the basis of the rainfall regime, soil quality and vegetation among other factors. The quality of the land resource declines from Natural Region (NR) I through to NR V

<sup>5</sup> For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR in [Annex C](#). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Chiredzi, Chimanimani and Buhera Districts to sites which will be randomly sampled by the team of evaluators and agreed with the UNDP CO. Interviews will be held with the following organizations and individuals at a minimum: (a minimum of 20 including UNDP CO, Ministry of Environment Water and Climate; OXFAM, SAFIRE, Plan International, Environment Management Agency, Buhera, Chimanimani and Chiredzi Rural District Councils, Department of Irrigation, AGRITEX, World Vision, selected Private Sector entities).

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

## **EVALUATION CRITERIA & RATINGS**

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

<b>Evaluation Ratings:</b>			
<b>1. Monitoring and Evaluation</b>	<i>rating</i>	<b>2. IA&amp; EA Execution</b>	<i>Rating</i>
M&E design at		Quality of UNDP Implementation	

entry			
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
<b>3. Assessment of Outcomes</b>	<b>rating</b>	<b>4. Sustainability</b>	<b>Rating</b>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

### **PROJECT FINANCE / COFINANCE**

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
		A c t u a l	P l a n n e d	A c t u a l	P l a n n e d	A c t u a l	A c t u a l	A c t u a l

Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

## **MAINSTREAMING**

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UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

## **IMPACT**

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The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.<sup>6</sup>

## **CONCLUSIONS, RECOMMENDATIONS & LESSONS**

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The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

## **IMPLEMENTATION ARRANGEMENTS**

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The principal responsibility for managing this evaluation resides with the UNDP CO in Zimbabwe. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

## **EVALUATION TIMEFRAME**

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<sup>6</sup> A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

The total duration of the evaluation will be 35 days according to the following tentative plan:

Activity	Timing	Completion Date
<b>Preparation</b>	5 days	Date Sept 12 <sup>th</sup> 2018
<b>Evaluation Mission</b>	12 days	Date September 30 <sup>th</sup> , 2018
<b>Draft Evaluation Report</b>	10 days	Date October 19 <sup>th</sup> , 2018
<b>Final Report</b>	8 days	Date November 9 <sup>th</sup> 2018

## **EVALUATION DELIVERABLES**

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
<b>Inception Report</b>	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
<b>Evaluation Mission Debriefing Report</b>	Initial Findings	End of evaluation mission	Evaluator presents to project management, UNDP CO
<b>Draft Final Report</b>	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
<b>Final Report*</b>	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

## **TEAM COMPOSITION**

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The evaluation team will be composed of 2 Evaluators (1 International, Team leader and 1 National). The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The selection of consultants will be aimed at maximizing the overall “team” qualities in the following areas:

- A Master’s degree in Environment and Natural Resources Management or Development Studies, or other closely related field (10 points max.).
- Experience working in Africa in livelihoods and resilience building projects (10 points max.);
- Work experience in relevant technical areas for at least 10 years (10 points max.);
- Demonstrated understanding of issues related to gender and Climate Change Adaptation; experience in gender sensitive evaluation and analysis (10 points max.);
- Knowledge of UNDP and GEF, such as GEF policy and practices, GEF project requirements and GEF-evaluations, (10 points max.);
- Recent experience with result-based management evaluation methodologies (10 points max.);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (10 points max.);
- Competence in adaptive management, as applied to climate change adaptation (10 points max.);
- Project evaluation/review experiences within United Nations system will be considered an asset (5 points max.);
- Excellent communication and IT skills (5 points max.);
- Demonstrable analytical skills (5 points max.);
- Fluency in written and spoken English is required; Fluency in English and local language for the National Consultant ((5 points max.);

### **Consultant Independence:**

The consultants 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 project’s related activities.

- Knowledge of UNDP and GEF, such as GEF policy and practices, GEF project requirements

- Fluency in written and spoken English is required;
- Fluency in local language for the National Consultant

## **EVALUATOR ETHICS**

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Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

## **DUTY STATION**

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The consultants' duty station is Harare and will be expected to undertake field visits to Chiredzi, Chimanimani and Buhera districts.

### **Travel:**

- International travel will be required to Zimbabwe during the TE mission;
- The Basic Security in the Field II and Advanced Security in the Field courses must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

## **PAYMENT MODALITIES AND SPECIFICATIONS**

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%	Milestone
10%	Submission and approval of Terminal Evaluation Inception Report
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

## **TOR ANNEX F: EVALUATION REPORT OUTLINE**

The Report length should not exceed 40 pages in total (not including annexes).

### **i. Opening page:**

- Title of UNDP supported GEF financed project
- UNDP and GEF project ID#s
- Evaluation time frame and date of evaluation report
- Region and countries included in the project
- GEF Operational Program/Strategic Program
- Implementing Partner and other project partners
- Evaluation team members
- Acknowledgements

### **ii. Executive Summary**

- Project Summary Table
- Project Description (brief)
- Evaluation Rating Table
- Summary of conclusions, recommendations and lessons

### **iii. Acronyms and Abbreviations**

(See: UNDP Editorial Manual)

## **1. Introduction**

- Purpose of the evaluation
- Scope & Methodology
- Structure of the evaluation report

## **2. Project description and development context**

- Project start and duration
- Problems that the project sought to address
- Immediate and development objectives of the project
- Baseline Indicators established
- Main stakeholders
- Expected Results

## **3. Findings**

(In addition to a descriptive assessment, all criteria marked with (\*) must be rated)

### **3.1 Project Design / Formulation**

- Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector

- Management arrangements

### **3.2 Project Implementation**

- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)
- Feedback from M&E activities used for adaptive management
- Project Finance
- Monitoring and evaluation: design at entry (\*), implementation (\*), and overall assessment (\*)
- Implementing Agency (UNDP) execution (\*) and Executing Agency execution (\*), overall project implementation/ execution (\*), coordination, and operational issues

### **3.3 Project Results**

- Overall results (attainment of objectives) (\*)
- Relevance(\*)
- Effectiveness (\*)
- Efficiency (\*)
- Country ownership
- Mainstreaming
- Sustainability: financial resources (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Impact

### **4. Conclusions, Recommendations & Lessons**

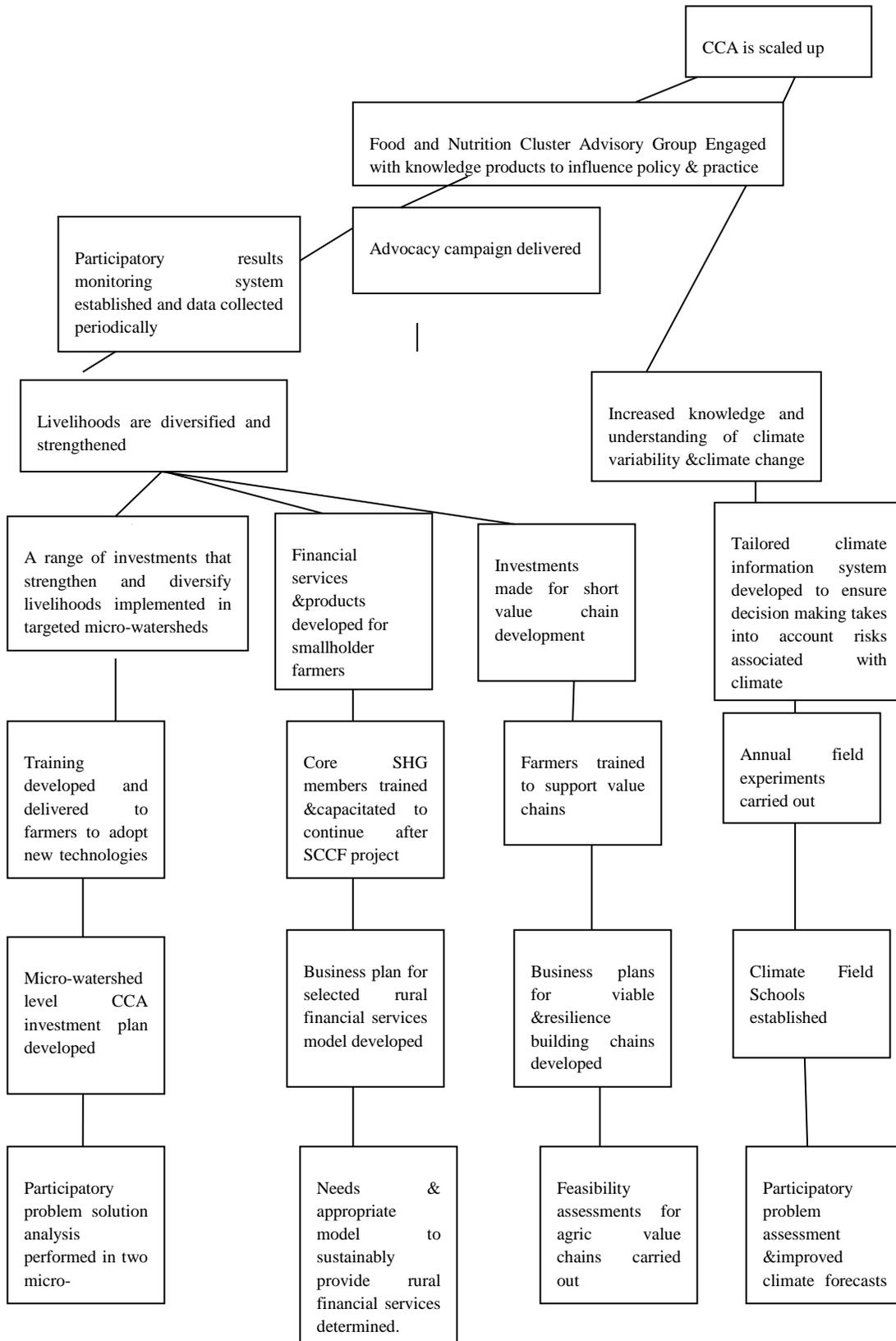
- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

### **5. Annexes**

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

*Annexed in a separate file: TE audit trail*

## Annex 2: Project Theory of Change



**Annex 3: Summary of Project Results**

**Project Objective: To scale up adaptation measures and reduce the vulnerability of rural communities, particularly women to climate variability and change in the project area of Buhera, Chimanimani & Chiredzi Districts (NR V)**

<b>Indicator Description</b>	<b>Baseline Situation</b>	<b>End of Project Target</b>	<b>Report by IP as at end of project</b>	<b>TE Assessment of Progress</b>	<b>TE Rating</b>
Vulnerability Reduction Perception Index	High Vulnerability (Score of 8 or more on an index from 1 to 10).	Low vulnerability (Score of 4 or less on an index from 1 to 10)	Project had reached 8,103 households out of 10,100.  Impact survey of June 2018 showed that 27,4% of households had vulnerability perception index of 4 or less.	Project beneficiary communities engaged in livestock and agriculture value chains (including honey) perceive themselves as less vulnerable to climate change and variability. Community members interviewed in all three districts pointed to the investments supported by the project which had resulted in them being able to withstand the impacts of climate change. These were in the areas of: Enhanced	

				<p>water security;</p> <p>Enhanced ecosystem protection;</p> <p>Climate Smart Agriculture; and</p> <p>Improved access to financial support services;</p>	
<b>Progress Towards meeting Objective</b>			Project Objective has been met		
<b>Outcome 1: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas.</b>					
<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>End of Project Target</b>	<b>Report by IP as at end of Project</b>	<b>TE Assessment of Progress</b>	<b>TRE Rating</b>
1.1 Households and communities have more secure livelihood asset base (5 point rating) disaggregated by gender.	1.1 Households in project area have poor access (level 2) to livelihood assets. Estimate 3.2%	1.1 Percentage of households with a rating of 4 on scale: Secure access to livelihood assets, increased by	Average percentage of households with secure access to livelihood assets is 75% for the three districts	Investment in Water: Roof top water harvesting technologies have been introduced at two schools in Chimanimani District and a total of 6 water tanks connected to store this water. In Chiredzi District more than 6 boreholes have been drilled to improve water	HS

		<p>at least 20%.</p>		<p>supplies Overall. 18 new boreholes were developed under the project while eight (8) schools were provided with water harvesting technologies. Provision of water resources has improved community resilience to climate change while at the same time reducing their vulnerability to water scarcity which is a serious limiting factor to development.</p> <p>Investment in natural ecosystem management: The project has supported the rehabilitation of a natural ecosystem which serves as a water source for downstream communities in Chimanimani District. The rehabilitation of this watershed ecosystem is already showing signs of improved ecosystem services in the form of</p>	
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				<p>water which local communities are using to engage in irrigation activities. The rehabilitation of Nyanyadzi Irrigation scheme which had stopped operations due to compromised infrastructure was made possible through the mobilization of community members who provided labour for the desilting of canals and construction of silt traps as reported by the PMU. Land rehabilitation has resulted in the protection of over five hundred hectares of land from soil erosion in all three districts. Rangeland rehabilitation through agro-forestry activities has resulted in improved livestock management.</p> <p>Climate Smart Villages: CSVs are a vehicle for overall natural</p>	
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				<p>ecosystems management. The concept has been taken up by vulnerable communities in all three districts. CSV involve the introduction of sustainable agricultural practices including conservation farming the introduction of drought resistant crops and fodder, provision of sustainable energy through the introduction of biogas technologies, improved livestock management and the establishment of community gardens focusing on improved household nutrition. Training in Disaster Risk Reduction has been provided to farmers in Buhera. Value chains for horticulture and livestock have been established with linkages to the private sector providing markets for the products. In all 6</p>	
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				<p>Climate Smart Villages have been established in the three districts where 8,862 households out of the targeted 10,000 have so far been reached through project interventions.</p> <p>Tree planting initiatives including establishment of nurseries.</p> <p>Rehabilitation of grazing lands to take into account rangeland carrying capacities</p>	
1.2: Increase in agricultural income		50% of targeted smallholder farmers (by gender) have increased their agricultural income by at least 25%	70% of targeted smallholder farmers have achieved target with 32% of farmers in Buhera having increased their income by up to 198% (from	Percentage increases in farmer incomes look impressive but these include a mix of adaptation activities implemented by the various beneficiary groups (honey, crop and livestock value chains) which distorts the picture. The highest increases in income at individual household level were realised from	

			<p>\$ 444/year to \$1,321/year</p> <p>In Chimanimani incomes increased by an average 15% and in Chiredzi increases in incomes were in the order of 135%.</p>	<p>livestock value chains supplemented by Village Savings and Lending groups. The increased incomes have provided farmers, especially women with opportunities to broaden their livelihood options. The TE however observed that these activities have the highest potential for being captured by the elite and better resourced members of the community. They are also susceptible to collapse when they implemented without adequate support from extension service providers.</p>	
<p>1.3 Number of financial transactions per Self Help Group increase</p>			<p>At least 50% of female headed households in each Self Help Group complete at least two financial transactions.</p>	<p>VSLs have proved to be a major success as a source of micro-finance for rural communities who are un-banked. Members use the money they borrow from the VSLs to start enterprises such as chicken farming and</p>	<p>HS</p>

				<p>other small businesses which have proved to be critical in building community resilience in the face of climate change and variability. Close to 239 VSL groups which have benefitted 3030 people (504 male and 2526 females) in all three districts. The incomes realised from these initiatives by the women have been used to pay school fees for the children with the women at Atikoreri pointing to the fact that these income streams help them support the girl child to continue with their child when their fathers face challenges raising money for this purpose. Some of the income is used to supplement household finances which are not always adequate to cover obligations like provision for healthcare. The TE</p>	
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				assessed this aspect of project performance from the perspective of the impact improved access to financing has had on beneficiaries rather than number of transactions (Midterm Review expressed similar sentiment)	
1.4 Volume of targeted locally produced commodities that are processed/value added and marketed by smallholder farmers increase			At least 25% of targeted locally produced commodities in the three districts have value added and marketed by smallholder farmers.	The honey value chain in Buhera is the only one which is producing local produce which is processed at source and sold. By the time of the TE 12 metric tonnes of raw honey and 5 tonnes of processed honey had been sold from Chapanduka honey project realising \$46,000 which had been shared among the 98 participating farmers. Previously the honey was bought by middle men who then went on to sell the product in town. The producers have since created market linkages with the buyers and are now	

				<p>working towards improving the quality and diversifying the product so as to maximise on the revenues. The TE team observed huge gaps in product quality and recommend that this producer group be linked to the International Centre for Insect Physiology and Ecology (ICIPE) which helps farmers with training and market identification. The other value chains-crop horticulture and livestock are also doing well with farmers having sold 348 cattle to the various private abattoirs realising more than \$186, 000. The goat value chain has embarked upon breed improvement with 28 boer Matebele bucks having been distributed to participating groups. Goats have been sold to abattoirs in Chiredzi. This is an important</p>	
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				development as it broadens the scope of product the farmers produce and sell. This is direct evidence of diversified livelihood options for farmers in these dry regions of the country.	
Overall assessment of Outcome 1:				Outcome 1 is assessed to have been successful as it had laid the foundation for diversification of livelihood options for rural communities, especially women, in the project target districts. (S)	
<b>Outcome 2: Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas</b>					
<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>End of Project Target</b>	<b>Report by IP as at end of Project</b>	<b>TE Assessment of Progress</b>	<b>TRE Rating</b>
2.1: Relevant risk information disseminated to stakeholders	Target districts do not have access to regular localised climate forecasts and protocols for effective use	70% of smallholder farmers in the project area have access to localised climate forecasts	The rain guages distributed by the project at all project sites provide near real-time rainfall information.	While short to medium range weather and climate forecasts have been reaching the farmers through radio and social media platforms smallholder farmers have not received medium to long term (seasonal)	

	in risk management		Farmers are therefore able to make informed decisions with respect to choice of crop to grow and what management approaches to put in place.	forecasts due to capacity limitations at MSD which have resulted in the Department failing to package the requisite information as per farmer needs. Dissemination of the information gathered is compromised as MSD staff seem not to have capacity to manage the process.  Data collected through the Automatic Weather Stations which have been installed in Buhera and Chimanimani is not being transmitted for interpretation and packaging into useable forecast messages due to technical problems with the equipment as well as lack of capacity within responsible institutions.	
2.2 Climate information	Climate information	Climate information	0% of smallholder	Seasonal climate forecasts are produced	

<p>routinely and effectively used in making climate sensitive decisions</p>	<p>not routinely used by stakeholders in the targeted districts</p>	<p>being routinely and effectively used by at least 50% of smallholder farmers (by gender) to make climate sensitive decisions.</p>	<p>farmers are using climate information to make climate sensitive decisions</p>	<p>by MSD with up to 60% of smallholder farmers reported to be receiving these forecasts. There is need for better communication between MSD and AGRITEX to facilitate interpretation and presentation of forecasts as farmer advisory messages to benefit farmers.</p> <p>Some equipment installed in MSD, AGRITEX offices is lying unused (Chimanimani).</p>	
<p>Overall assessment of Outcome 2</p>			<p>S</p>		
<p><b>Overall Project Performance</b></p>				<p><b>S</b></p>	

## Annex 4: Mission Itinerary

### Scaling up climate change adaptation project terminal evaluation

#### Proposed itinerary for Chimanimani, Buhera, Chiredzi districts: 10- 19 December 2019

##### Chimanimani District

Date	Time	Ward	Site
11/12/2018	07:00 – 0830	-	Travelling from Mutare to Chimanimani District office
	08:30 -09:30	-	Meeting with District stakeholders
	0930-1030	7	<b>Travelling to site 1</b> : Bumba VSLA grp
	1030-1130		Meeting with group members
	1130-1200	7	<b>Travelling to site 2:</b> Bumba nutrition garden & rehabilitated borehole
	1200-1300		Meeting community garden and rehabilitated borehole beneficiaries and tour of the garden
	1300-1340	1	<b>Travelling to Nyambeya site 3</b> ( Climate Smart Village (Biogas, Weir & Wetland)
	1340- 1530	1	Meeting with climate smart beneficiaries and tour of the site
	1530-1600	3	<b>Travelling to site 4</b> : Chakohwa AWS
	1600-1645	3	Meeting with the Chakohwa AWS beneficiaries
	1645- 1730		End of day and Travelling to Birchenough bridge
<b>Day 2</b>			
12/12/2018	0730-0800		<b>Travelling to site 5:</b> Gudyanga Primary School : rainwater harvesting and conservation works
8	0800- 0930	20	Meeting with beneficiaries and tour of the site
	0930-0945		<b>Travelling to site 6:</b> Nemapanda Climate smart village ( Goat housing & goat breed improvement, tin silos, CA demos, tsotso stoves )

	0945- 1330	20	Meeting with beneficiaries and tour of the sites
	1330-1400		<b>Travelling to site 7:</b> Climate proofed Nyanyadzi Irrigating Scheme (rainwater, conservation works, rehabilitated canal & weir, crop fields & farmers)
	1400-1630	8	Meeting with beneficiaries and tour of the sites
	1630-1700	20	End of day and Travelling to Birchenough bridge
<b>Buhera District</b>			
<b>Day 1</b>			
13/12	0730-0900		<b>Travelling to site 1:</b> Gurukota Climate smart village( biogas, CA demo and Fodder , Goat housing
	0900-1200	28	Meeting with beneficiaries and tour of the sites
	1200-1230		<b>Travelling to Site 2 ;</b> Chapanduka hone processing centre
	1230- 1400	28	Meeting with beneficiaries and tour of the processing centre
	1400-1415		<b>Travelling to site 3:</b> Magamba nursery and apiary
	1415- 1515	28	Meeting with beneficiaries and tour of the site
	1515-1545		<b>Travelling to Site 4:</b> Tashinga Community garden
	1545-1645	28	Meeting with beneficiaries and tour of the garden
	1645-1745		End of day and travelling to Birchenough bridge
<b>14/12</b>	<b>Day 2</b>		
	0730-0800	30	<b>Travelling to site 5:</b> Atikoreri livestock enterprise
	0800- 0930		Meeting with beneficiaries and tour of the site
	0930-0945		<b>Travelling to site 6:</b> Marihairari VSL group
	0945-1045	30	Meeting with VSLA members
	1045-1100		<b>Travelling to site 7:</b> Bonde Irrigation Scheme- Michigan Value chain
	1100-1230	30	Meeting with farmers
	1230-1300		End of Day and Travelling back to Birchenough bridge
16/12/2018			Travel to Chiredzi
Monday 17/12/18	<b>CHIREZ I</b>		
PAM's Office	<b>08:00- 08:30</b>		Meeting with PAM

DA's Office	<b>0900-1000</b>		Meeting with DA
WARD 7: Gwaseche water tanks	<b>1100-1200</b>		Tour of the structures and discussions with beneficiaries
Tonono Feedlots	<b>1230-1330</b>		Touring the feedlot and discussions with beneficiaries
<b>Ward 8</b> Runesu biogas & tsotso stove	<b>1430-1530</b>		Tour of the sites and discussions with beneficiaries
<b>18/12/2018</b> <b>Ward 9: <u>Chirove</u></b> <b><u>CSV</u></b>	<b>0900-1000</b>		Tour of the CSV projects and discussions with beneficiaries: Feedlot; -Demo plot; -Biogas digester; -Multi-crop thresher
Chingele water tank: Takura garden	<b>0900-1100</b>		
Ward 11: Tiyani varimi garden	<b>1130-1230</b>		Tour of the project and discussions with beneficiaries

## Annex 5: List of documents reviewed

- GEF Project Identification Form (PIF),
- UNDP Project Document and Log Frame Analysis (LFA)
- Project Initiation Plan
- GEF CEO Endorsement Request
- Project Inception Report
- Project Baseline and M&E Plans/Report/ BTORs Project Implementation Reports (PIR's)
- Project Mid Term Review Report
- Quarterly progress reports and work plans of the various implementation task teams
- Annual Work Plans
- Audit reports
- GEF focal area Tracking Tools - adaptation Monitoring and Assessment Tool (AMAT)
- Field Monitoring reports prepared by the project
- Financial expenditures, itemized according to template provided by MTR teams
- Project operational guidelines, manuals and systems
- UNDP country/countries programme document(s)
- Minutes of the Project Steering Committee and other meetings
- Project site location maps
- Technical consultancy reports
- Training materials (PPTs etc.)
- Communication materials
- ZUNDAF (2016-2020)
- ZimAsset document
- National Climate Policy
- Climate Smart Agriculture Manual
- District Development Plans
- District Adaptation Plans

- SCCA Exit Strategies for Chimanimani, Buhera and Chiredzi
- ENSURE project document
- SIDA /Oxfam project document
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

**Annex 6: Summary of Sites and stakeholders consulted during field visit: 10-18 December 2018**

District	Wards	Project Interventions	Stakeholders Consulted		
			Male	Female	Total
Chimanimani	1, 7, 20	Financial assets (VSL), Ecosystems management, market linkages, CSV	53	32	85
Buhera	28, 30	VSL, Irrigation, Honey value chain, Livestock value chain	36	62	98
Chiredzi	7, 8, 9	Water harvesting, Livestock value chain, Energy saving,	32	45	77
<b>Total</b>			<b>121</b>	<b>139</b>	<b>260</b>

## Annex 7: List of Project Stakeholders and their Roles

Stakeholder	Role
<p>UNDP Country Office</p>	<p>Senior Supplier: Authorise expenditures at various levels. Make sure that progress towards the outcome remains consistent from the donor/funding agency perspective. Ensure that staff and financial resources including technical support required for project implementation are made available. Promote and maintain focus on desired project outcomes from a supplier perspective. Arbitrate on, and ensure resolution of any supplier/vendor or resource conflicts. Contribute opinions from a supplier perspective on Project Board decisions. Approve terms of reference and/or product technical specifications. Monitor any risks.</p>
<p>OXFAM</p>	<p>Implementing Partner: Administer the SCCF Grant. Overall project management and technical leadership, including issuing and monitoring contracts to carryout project activities, organizing meetings of the Project Board and facilitate technical and financial reporting by the project,</p> <p>[Procurement: Undertake all procurement activities (goods, services, equipment), Maintain an inventory of all capital assets. Personnel Administration: Recruit and administer international and local personnel, Administer personnel salaries, allowances and manage payroll</p>
<p><b>Department of Climate Change Management:</b> Ministry of Environment, Tourism and Hospitality Industry</p> <p>Later moved to the Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement through the</p>	<p>Focal point for UNCCCCF. Executive role together with UNDP; key decision maker with advice and commitments from the other Project Board members. Chair Project Board Meetings. Approve work plans and budgets. Ensure that there is a coherent project organizational structure and logic set of plans (work plans and contingency plans if necessary). Oversee development of progress reports. Ensure that any proposed changes of scope, cost or timescales are checked against intended results. Monitor and control the progress of the project at a strategic level. Approve end of project report and Lessons Learnt report and disseminate findings. Approve project closure notification. Ensure that project benefits have been realised by convening the Terminal Tripartite Review meeting through providing all programme terminal reports (terminal progress report, terminal evaluation report, asset inventory and others deemed necessary) in time. Disseminate results of the Terminal Tripartite Review meeting to the appropriate stakeholders. Ensure that risks are being tracked and mitigated as effectively as possible</p>
<p>Project Board</p>	<p>Project monitoring and evaluations by quality assuring the processes and</p>

<b>Stakeholder</b>	<b>Role</b>
	products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. The Project Board approves the annual and quarterly work plans and any essential deviations from the original plans
PLAN International	Providing co financing and executing project activities in Chiredzi District. Scaling up adaptation ideas to other districts in NR 5.
Southern Africa Alliance for Indigenous Resources ( <b>SAFIRE</b> )	Responsible Partner executing project activities in Buhera and Chimanimani districts. Developing agricultural and non- agricultural value chains
Zimbabwe National Water Authority ( <b>ZINWA</b> )	Operationalise response systems developed by the project
Environmental Management Authority ( <b>EMA</b> )	Providing co financing through UNDP in the Integrated Planning Systems project which links the SCCF Project with government policy processes especially the National Adaptation Plan development process. Member of the Project Board Integrated Planning Systems project – co financing this project
Sub catchment Councils ( Odzi - Chimanimani, Save –Buhera, Runde/Nuanetsi – Chiredzi)	Participation in the development of district adaptation plans; Member of District Project Steering Committee; operationalize project outputs
Ministry of Lands, Agriculture, Water, Climate and Rural Development <b>Department of Irrigation</b>	Participation in the adaptation measures pillar of water investments
Ministry of Lands, Agriculture, Water, Climate and Rural Development <b>Agricultural Extension Services) Agritex</b>	Operationalise response systems
Ministry of Lands,	Operationalise response systems

<b>Stakeholder</b>	<b>Role</b>
Agriculture, Water, Climate and Rural Development <b>Livestock production Department</b>	
Ministry of Environment, Tourism and Hospitality Industry- <b>Meteorological Services Department</b>	Produce and regularly disseminate tailored products to project area and integrate the same in its operations
University of Zimbabwe (UZ)- <b>Department of Geography and Environmental Sciences</b>	Lead a consortium of research institutes to adapt the tailored seasonal climate forecast system developed under the first SCCF and build a response system; Partner for research support in the M & E system – Evaluating the role of inclusive rural financial services in building climate resilience.
Digital Velocity; Harare Institute of Technology	Part of the Climate innovation hub led by UZ
Ministry of Small to Medium Enterprises	Experiences and lessons in the financial self -help groups
Farmers	Participate in the identification, development and implementation of project climate adaptation strategies
Rural District Councils	Participate in District Technical Project steering committee and Project Board meetings
Financial Self Help Groups	Facilitate household financial savings as a project adaptation strategy
Producer Groups	Groupings of producers in the value chain and market linkages – crops, livestock and honey production
District Project Steering Committee  (Chimanimani, Chiredzi, Buhera)	Review project progress, provide input into project work plans; ensure project ownership at district level and relevance of adaptation strategies. Composed of government organisations and departments only.

<b>Stakeholder</b>	<b>Role</b>
Rural District Development Committees	Structure used for the District Project Steering Committee
Delight Foods, Specialty Foods, Savannah Delights, Best Fruit Produce, Southern Africa Livestock Trust (SALT).	Partnering in developing honey value chain; providing ready market, market awareness and support in training of beekeepers in modern beekeeping practices
Montana Meats	Partnering in developing meat value chain, providing market awareness, training in livestock management.
Mealie Brands	Partnering in mechanizing climate smart farming practices such as conservation agriculture
Delta Beverages and Orsha Foods	Partnering in developing sorghum value chain and providing market linkages for farmers in project area
Tongaat Hullet / Hippo Valley Estate	Partnering in agroforestry in Chiredzi. Farmer training and provision of free tree seedlings
UNDP Innovations Programme	Partner in supporting young farmers involved in tomato production and development of innovative climate service solutions for small holder farmers
Young Farmers Innovation Hub	Operating in Chimanimani

## **Annex 8: Field Notes: Scaling Up Adaptation Terminal Evaluation: 10<sup>th</sup> -21<sup>st</sup> December 2019**

### **Harare Based stakeholder Consultations**

#### **1. UNDP/Oxfam**

Present: Anne Madzara, Sidsel, Leonard Unganai, Sheila Mlambo, Oxfam Country Director

- Briefing on Project overview and key highlights to date such as 9000 households reached, Innovation hubs set up at University of Zimbabwe and Harare Institute of Technology, Interest from private sector on the value chains (off takers and financiers), up scaling and replication – SCCA project used as baseline for the Global Climate Fund proposal, Media coverage, Climate User Interface Platforms provided a link between indigenous knowledge systems and the Automated weather stations.
- Good working relationships with UNDP
- Challenges faced by the project: New Monetary Policy
- Discussions on the Inception report especially the methodology section
- Agreement on selection of sites with the PMU

#### **2. Second meeting: Debriefing session after field visit with UNDP/Oxfam/Climate Change Department**

- The Project is one of the flagship projects in the country and has drawn interest from the Parliamentary Portfolio Committees of Environment and Agriculture.
- The PMU Consistent, committed and dedicated
- Field teams from Plan and SAFIRE committed and have good relationships with committees and Oxfam.
- Issues of sustainability discussed
- There may be a need for some components of the project to be assigned to government ministries as part of their workplan and systems especially Meteorological Services Department (MSD) so that its budgeted for
- New projects coming on board under the GCF which upscale the project interventions
- Production of policy briefs: economic costs of climate change to other sectors as a strategy of raising interest and support for climate change. The recommendations of the terminal evaluation can be taken up in the policy briefs.

### **CHIMANIMANI DISTRICT FIELD VISITS**

#### **1. Chimanimani District Steering Committee Meeting: 11<sup>th</sup> December 2019 at Chimanimani District Administrator's Offices**

**Present:** SAFIRE (District Coordinator), Chimanimani District Administrator's Office, Traditional Leader (Chief Muusha), Agritex, Nyanyadzi Irrigation Management Committee, Ministry of Lands, Odzi Sub Catchment-ZINWA, EMA, Ministry of Women's Affairs, Department of Mechanisation, Farmer representatives.

- Brief overview of the SCAA project in Chimanimani was given by EMA representative.

Highlighted the main projects in the district as Nyambeya, Gudyanga Gully and Nyanyadzi Irrigation Rehabilitation, Goat improved breeds and housing, Tin silos for post harvest management, Nutrition gardens, Forestry management, conservation agriculture and Village Savings and Lending associations.

Issues discussed:

- Coordination: For sustainability, ideally Local government should have coordinated the project.
- Traditional leaders should champion proper land use management to avoid increase in soil erosion from settlements upstream especially for Nyanyadzi irrigation scheme.
- Gender Issues: Benefits from the project for women may have been limited due to lack of decision making power as generally women attend meetings as messenger of household head, with no decision making power.

## **2. Nyambeya Ward 1: Wetland Protection: sub catchment management (Upper catchment)**

Present: Wetland and Weir protection committee, Agritex, Mechanisation, SAFIRE, Councillor, Traditional leaders (village head & headman).

**Focus:** Wetland restoration as sub catchment management; Climate Smart Village

- Ward 1 was not originally one of the project's target wards, it was later included after recommendations from working with communities downstream to improve upper catchment management.
- The community (24 households, with 3 being female headed) of Chiedza Village are involved.
- Identified wetland restoration as an important natural resource management activity to improve amount and quality of water flowing into Nyambeya River which is tributary of Nyanyadzi river.
- Wetland covers 6.1 hectares and is fenced with materials supplied by the project. Wetland protection started in May 2015 and by October 2015 there were significant signs of restoration with key indicator plant species growing, young tree regeneration and increase in water flow.
- Weir constructed by community with technical support from Agritex and Department of Mechanisation to capture water from the wetland conservation.
- Silt traps being constructed upstream to avoid siltation of weir
- Water is being used for irrigation. So far piping installed for 8 members from the 24 households.
- The long term vision is to use the water for domestic and commercial use, as well as expanding the area under irrigation and the number of households benefitting.
- Community contribution includes labour, gathering rocks for use in weir construction and providing food in the construction of the weir and wetland security. This has increased community cohesion.
- CSV: rangeland management, grazing grass nursery, indigenous trees nursery, biogas

**Observations:**

- The sustainability of the weir is assured as committee can get technical assistance from Dept of Mechanisation and drip system supplier (Drip Tech) since there is strong ownership of the project by the government departments and community.
- Challenges such as blocking of pipes being addressed by the community without project intervention.

- The site is one of the flagship projects and is a learning pilot for protection of wetlands in the catchment to increase amount and quality of water flowing in the rivers within the catchment.

### **3. Ward 20: Gundyanga School**

- Intensive gully reclamation works, 22 gully checks constructed within the village
- Water harvesting at primary school to reduce runoff.
- Community contribution through construction of 2<sup>nd</sup> water tank.
- CSV: Water harvesting, livestock improved rearing (goat breeds and housing, livestock), Soil and water conservation, Alternative energy sources (biogas and tsotso stoves), Climate information provided, Access to markets, VSLs.

#### **Ward 20: Individual Household Visit: Farmer 2 (Female)**

- Using adaptation options of Goat rearing, conservation agriculture, energy saving stoves, postharvest management techniques (tin silos).
- Started with conservation agriculture.
- Trained in tin silo making
- Tin silos not being bought as most farmers cannot afford the tins currently
- Gender issue: Woman on the forefront and able to do this because has full support of the husband

#### **Ward 20: Individual Household Visit: Farmer 3 (Male):**

- Trained but not using adaptation options.
- Trained to make tsotso stoves which he makes and sells, though not using one at their homestead.

### **4. Ward 20: Nyanyadzi Irrigation Scheme**

**Present:** Agritex, Department of Mechanisation, Dept of Irrigation, IMC, Farmers, SAFIRE

**Focus:** Integrated micro watershed management: De-silting of canals

**Approach to interaction:** Focus group discussions with the IMC and Government officers (Agritex, Dept Irrigation, Dept Mechanisation), FGD with women farmers

- There are 724 farmers or plot holders in the scheme which covers 400 hectares. Designed to use gravity, with electric pumps to support during peak dry season when water levels are low.
- Ownership: Individual through inheritance. Majority of plot holders are male because of the initial allocation of plots which focused on males as household heads.
- Crops grown: maize, sugar beans, tomatoes, okra
- Governance: IMC democratically elected by all members. IMC consists of 7 males and one female. Decisions are jointly made at monthly meetings held every 2<sup>nd</sup> Thursday of the month (for the ward – all members). Farmers are divided into blocks of 20—30 farmers with a subcommittee for each block.
- Tangible benefits from the restored canals such as increased yields and incomes
- Sustainability assured through interaction with government departments
- Issues: People settling upstream of the canal and causing siltation
  - Local traditional bylaws not being followed in some villages
  - Local political dynamics interfere with the governance of the irrigation scheme.
  - Youths want a greater involvement in the management and decision making of the scheme

## **5. Ward 20: Tafara Conservation Agriculture Demonstration Plot**

Present: Demo Plot committee, Agritex, SAFIRE

- Increased awareness on the benefits of CA techniques
- Seed for small grains supplied by project for 2 years for farmers to appreciate importance of improves seed. Now farmers buying own seed
- Learning site as other non beneficiary villages coming to learn from the demo site
- Issues:
  - Limited mulch, so farmers reducing area under this CA technique
  - Borehole not functional

## **BUHERA FIELD VISITS**

### **6. Ward 28: Climate Smart Village: Gurukota Village**

**Present:** Headman, CSV committee, members, Agritex, SAFIRE

**Focus:** Household: CSV Farmer Field School

- Using adaptation techniques: Conservation agriculture, fodder crop production, biogas, tsotso stove, tin silos (wife trained in making tsotso stoves; husband in tin silo making)
- Scaling up: Started with 50 farmers, now all farmers in the village involved and surrounding villages
- Improved goat breeds and housing (farmer built own goat house from own resources)

### **7. Ward 28: Individual Farmer Visit: Biogas**

- Community learning site for Buhera as it's the only biogas site in the district
- Advantages: Reduction in smoke pollution, Less labour and time for women
- Good design of biogas stove as can accommodate all types of pots
- Improved living standard: Lighting, kitchen table instead of central cooking place on the floor
- Record keeping – of what was cooked and how long it took
- Other activities as a CSV participant: VSL, Boer goat for improved breed.

### **8. Ward 28: Chapanduka Honey Processing**

**Present:** Group members, Processing centre committee, Councillor, Village Head.

- Group has been involved in honey production for a long time and selling to companies and individuals. Started working with SAFIRE in 2015. Assistance provided in building apiaries, improved bee hives (Kenyan beehive- which farmers say it's too hot for the area that why there is poor occupation rate).
- 120 members
- Using traditional bee hives, harvest 3times/year
- Community contribution to the construction included, bricks, sand, stones. Project provided materials and labour (Oxfam co financing contribution).
- Aspiring to get SAZ certification for own packaging
- Members understand the link between beekeeping and forestry management as their focus is organic honey.

- **Challenges:**  
Leakages along the chain, loss of products, delays in payments  
Additional training required in production, marketing, selling, roles and responsibilities of committee members
- **Observations:**  
Additional training will be provided through Ministry of SMEs as linkages provided by the project

## **9. Ward 28: Community Garden – Conservation Agriculture**

**Present:** Village head, members, committee members, Agritex

**Focus:** Climate smart gardening and value addition.

- Female dominated gardening group (40 Female, 3 Male members).
- Crops grown: Leafy vegetables, Tomatoes, Onions, Maize.
- Linked to VSLA, as members formed VSLA and used the income to dig a deep well.
- Tree Nursery
- Project supplied: Fencing materials, seed and solar drier, Solar powered water pump and tank.
- Learning centre for other groups within the village

## **10. Ward 30: LIVESTOCK Production Group: Atikoreri Livestock Enterprise**

**Present:** Committee members, members, Agritex, Dept of Mechanisation

**Focus:** Cattle pen fattening

- Group started in November 2016
- Could not start cattle pen fattening; Opted to start broiler production and VSLA
- Materials for pens, feeding troughs, solar powered water pump supplied by project
- District Development Fund (under Ministry of Local Government) provided technical support in installation of the reticulation system
- Market linkages with Montana Meats facilitate by SAFIRE and Agritex
- Goat rearing (semi intensive to be included)
- Making own fodder based on feed formulation training provided by the project
- Using irrigation from water tank to grow fodder
- SAFIRE facilitated look and learn tour to Masvingo (slaughtering and grading) to increase farmers appreciation of the importance of quality of animal sold.
- Tangible benefits: Increased incomes, empowerment of women (own finances, support for girls further education)
- Support required: Assistance with better breeds (cattle and goats); continued support in marketing; Support to continue diversification into gardening and fish production.
- Sustainability: Farmers started the broiler project with own funds. Proceeds used to finance building of livestock paddocks.
  - Linkages with other adaptation approaches: Women using VSL proceeds to buy cattle.
  - Involved in irrigation schemes and other value chains such as Michigan pea production.
  - None members benefiting from the project

- Support from partners on the ground such as Agritex, Dept of Mechanisation.

### **11. Ward 30: VSLA: Marihairari**

**Present:** 3 village savings and lending group members and committees.

**Focus:** Financial services

- Group has three cycles. 2 groups trained by the first group trained by SAFIRE
- Group started in 1998 and has been through several trainings before SAFIRE support in 2016
- Value Addition by the project:
  - Taught about shares
  - Other adaptation approaches by the project assisted women to have more time for business ventures e.g. water supply for domestic and nutrition gardens.
  - Access to finances (have a place to borrow)
  - Increased community cohesion through inclusion of social fund
- Observation
  - Growth seen in the initial savings and amounts shared at year end
  - Group looking for loan to boost their lending base as their own funds not meeting the group demands.

### **CHIREDDZI**

### **12. Meeting with the District Administrator and other Government departments**

**Present:** DA, Department of Mechanisation, Agritex

- Acknowledged relevance of the agricultural focus of the project for the district
- Livestock production- comparative advantage of the district which has not been fully utilised
- National policy on irrigation being crafted – project experiences are relevant learning points
- **Challenges in irrigation**
  - Lack of proper knowledge to operate technology supplied
  - Chilonga Irrigation challenge was that the water flow from Tokwe Mkosi was diverted 10km away from the irrigation site
- Rate at which people accept climate smart technologies may be slow
- Feedlots: governance issue and elite capture and vandalism by none project participants major challenges
- Technical support from government departments may not be as effective due to limited experience and limited staff on the ground

### **Going forward**

- Linkages with Vision 2030 through government initiatives such as Command Livestock to augment project initiatives since farmers have been trained.
- More could be done to improve cattle breeds
- Feedlots increasing through farmer to farmer peer learning

### **13. Ward 10- Water Harvesting at Gwaseche primary school**

**Present:** Agritex, Village head, school development committee, builder

**Focus:** Water harvesting for use by school children, prevention of gully formation

- Tank designed by Department of Mechanisation, builder also trained by the department
- Materials supplied by project
- Community moulded bricks, paid builder, carried water and pit sand
- Upscaling: Other schools in none project wards and farmers (homestead tanks) adopting the technique with technical support from Dept of Mechanisation using own resources
- Relevance: New curriculum: Water tank for gardening, construction of new ECD block
- Growing of fodder grasses, nursery trees for distribution
- Nutrition Garden

#### **14. Ward 9 Farmer Field School – Shingai**

**Present:** Lead farmers, Agritex Officer, Plan, Farmers (members)

**Focus:** Farmer Field School to demonstrate conservation agriculture measures)

- Trained in cropping, soil and water conservation techniques
- Equipment given: ripper tine, planters
- Rain gauge in the field and records kept by secretary
- Department of Mechanisation assisted with siting of buffer strips in farmer's fields for excess runoff

#### **15. Ward 7: Feedlot: Tonono CSV**

**Present:** Group members, village head, Agritex officers

**Focus:** Cattle pen fattening

- 26 households, 4 female headed
- Sold initial 21 cattle with lowest price of \$1200 and highest price of \$1700 compared to \$400 to \$600 before fattening
- Contract negotiation with private sector (Montana Meats) through Agritex support
- Non-members pay \$25 to put beast into feedlot
- Other issues: rangeland management at landscape level
  - Inclusion of younger generation in the cattle fattening enterprise

#### **16. Ward 9: Chirove CSV**

**Present:** Feedlot committee, Demo Plot committee, NRM Committee

**Interventions:** Feedlot, demo plot, VSL, biogas, tree planting, Sheller

- Started with CA
- Other interventions added as the group had shown interest
- 33 households involved, Indirect beneficiaries drawn from ward 6,7 and 8 who come to learn from the demo plot

- Sustainability: Interventions will continue as benefits tangible such as improved health for women through biogas, increased income from pig fattening and nutrition garden, increased yields from CA.

## Annex 9: Evaluation Consultant Code of Conduct and Agreement Form

Evaluators:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

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.

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.

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.

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.

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.

Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form<sup>7</sup>

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

Name of Consultant: **Oliver Chapeyama (Team Leader) and Lilian Goredema (National Consultant)**

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<sup>7</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at Gaborone on March 31, 2019

Signature: 



**Annex 10: Evaluation Report Clearance Form**

*(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)*

<p>Evaluation Report Reviewed and Cleared by</p> <p>UNDP Country Office</p> <p>Name: _____</p> <p>Signature: _____ Date: _____</p> <p>UNDP GEF RTA</p> <p>Name: _____</p> <p>Signature: _____ Date: _____</p>
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Annex 10: Evaluation Report Clearance Form

*(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)*

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: ANNE MADZARA

Signature:  Date: 30/7/2019

UNDP-GEF-RTA

Name: MUYE-TE CHAMBWERA

Signature:  Date: 09.08.19