

## Terminal Evaluation Validation form, GEF Independent Evaluation Office

### 1. Project Data

Summary project data			
GEF project ID		5394	
GEF Agency project ID		P-ZM-AAZ-006	
GEF Replenishment Phase		GEF-5	
Lead GEF Agency (include all for joint projects)		African Development Bank	
Project name		Climate Resilient Livestock Management Project (CRLMP)	
Country/Countries		Zambia	
Region		Africa	
Focal area		Climate Change	
Operational Program or Strategic Priorities/Objectives		CCA-1 & CCA-2	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID		Not applicable	
Executing agencies involved		Ministry of Fisheries and Livestock (MFL)	
NGOs/CBOs involvement		Farmer groups and cooperatives -through consultation and as beneficiaries.	
Private sector involvement (including micro, small and medium enterprises) <sup>1</sup>		None reported	
CEO Endorsement (FSP) /Approval (MSP) date		1/14/2016	
Effectiveness date / project start date		1/6/2018	
Expected date of project completion (at start)		6/30/2020	
Actual date of project completion		6/30/2022	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding	0.18	0.18
	Co-financing	-	
GEF Project Grant			
Co-financing	IA own	18.6	Unable to Assess
	Government	2.11	0.6
	Other multi- /bi-laterals		
	Private sector		
	NGOs/CBOs		
Other			
Total GEF funding		6.21	6.21
Total Co-financing		20.71	N/A
Total project funding (GEF grant(s) + co-financing)		27.1	N/A
Terminal evaluation validation information			
TE completion date		5/31/2022	
Author of TE		Mr. Obright Hamungalu et al.	
TER completion date		9/15/2023	

<sup>1</sup> Defined as all micro, small, and medium-scale profit-oriented entities, including individuals and informal entities, that earn income through the sale of goods and services rather than a salary. ([GEF IEO 2022](#))

<b>TER prepared by</b>	Federico Fraga
<b>TER peer review by (if GEF IEO review)</b>	Neeraj Kumar Negi

Access the form to summarize key project features here: <https://www.research.net/r/APR2023>.

## 2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	S	S	S	MU
Sustainability of Outcomes		ML	ML	UA
M&E Design		N/A	N/A	MS
M&E Implementation		MS	MS	MU
Quality of Implementation		S	S	MS
Quality of Execution		S	S	MS
Quality of the Terminal Evaluation Report				MU

## 3. Project Objectives and theory of change

### 3.1 Global Environmental Objectives of the project:

According to the CEO Endorsement (p. 1), the project objective was to “strengthen the adaptive capacity of Zambian livestock farmers to the impacts of climate change”.

### 3.2 Development Objectives of the project:

The LDCF-GEF financing of the Climate Resilient Livestock Management Project (CRLMP) sought to build climate resilience in the Livestock Infrastructure Support Project (LISP), which is the anchor/baseline project financed by the African Development Bank. The objective of the LISP was to improve smallholder livestock production, productivity, market linkages and household income (TE, p. 3).

### 3.3 Were there any **changes** in the Global Environmental Objectives, Development Objectives, or project activities during implementation? What are the reasons given for the change(s)?

No changes to the project’s objectives during implementation are reported. However, there were some revisions for some output targets due to “budgetary constraints and budget overruns” (TE, p. 33). Six targets for indicators under Component 1 were revised downwards: “area under sustainable pasture, fodder banks and rangelands” (from 2,250 ha to 550 ha); “kilometers of fire breaks constructed around rangelands” (from 600 to 230); “number of livestock water sources improved or developed” (from 295 to 45); “rangeland area under improvement interventions” (from 4,500 ha to 2,500 ha); number of climate resilient infrastructure constructed” (from 217 to 60) and “number of climate resilient infrastructure maintained” (from 217 to 0). Two output indicators under Component 3 were also revised: “Knowledge adaptation products compiled” (upwards, from 5 to 10, to “increase visibility and knowledge dissemination”) and “participation in adaptation practitioners’ events by project team” (downwards, from 23 to 10).

### 3.4 Briefly summarize project’s theory of change – describe the inputs and causal relationships through which the project will achieve its long-term impacts, key links, and key assumptions.

The CRLMP aimed at strengthening adaptation by farmers, especially livestock farmers, to climate change impacts, while addressing stakeholders concerns that the farming practices, installed facilities and

equipment (from LISP investments) and processes in the implementation of the LISP could affect the environment and subsequently climate change.

To achieve this, the activities carried out under the project were packed into “three mutually re-enforcing components” (TE, p. 4). Under Component 1, the project sought to promote climate resilient livestock investments and to increase climate change adaptive capacity of farmers through the adoption of improved practices, the construction and rehabilitation of several livestock infrastructures and the reduction of GHG emissions (CEO Endorsement, p. 8). Through Component 2, and under the premise that the ability of the livestock farmers to understand the risks they are faced with (and how to deal with them) is of prime importance in building adaptive capacities, the project sought to increase knowledge and risk preparedness at country and targeted community levels through two main lines of action: (i) providing the Ministry of Fisheries and Livestock staff with trainings related to livestock production, productivity, market linkages and (ii) providing project beneficiaries with adequate training in livestock management, access to livestock infrastructures, market and other resources (TE, p. 11). Finally, Component 3 would deal with the effective planning, management, implementation, monitoring, and evaluation of the project activities.

The main assumptions underlying these changes were: i) a continued government support to livestock industry; ii) favorable macroeconomic conditions; iii) favorable livestock and livestock products market prices; iv) improved human skills and capacity to diversify; and v) improved capacity for weather forecasting.

#### **4. GEF IEO assessment of Outcomes and Sustainability**

Please refer to the GEF Terminal Evaluation Review Guidelines for detail on the criteria for ratings.

The outcome ratings (relevance, effectiveness, efficiency, and overall outcome rating) are on a six-point scale: Highly Satisfactory to Highly Unsatisfactory. The sustainability rating is on a four-point scale: Likely to Unlikely.

Please justify the ratings in the space below each box.

<b>4.1 Relevance and Coherence</b>	s
------------------------------------	---

The TE assesses project relevance and coherence as *Highly satisfactory* (TE, p. 26). This validation considers it *satisfactory*.

The project was consistent and remained aligned with the Government of Zambia’s development agenda as stated in its Vision 2030 and its 6<sup>th</sup> National Development Plan (SNDP 2011-2015), which identified livestock development as one of the priority areas with a focus on increasing productivity through infrastructure development and the enhancement of livestock disease control and surveillance, among others. The project was also aligned to the Zambian government’s National Adaptation Programme of Action of 2007 (NAPA). The NAPA emphasized the promotion of alternative sources of livelihoods and adaptation of land use practices (crops, fish, and livestock) in the light of climate change. The deliverables

under the CRLMP project were derived from the NAPA, as this is the reference point for countries to deal with adaptation to climate change (PIF, p. 9). The 2011 Zambia Strategic Programme for Climate Resilience (SPCR) about agriculture and natural resources also identified sustainable land management, support to agricultural diversification and commercialization and disease control as relevant activities to enhance farmers climate resilience (PIF, p. 10); (TE, p. 26).

The project was aligned with GEF-5 focal area strategy of climate change while also in line with the LDCF objectives of reducing vulnerability (CCA-1) and increasing adaptive capacity to climate change (CCA-2). In building capacity of the livestock farmers and the livestock production systems, this project aimed at supporting breeds that are resilient to climate change and developing models for community management of endemic livestock and habitat (pasture and grazing management techniques), strengthening adaptive capacity of communities through training, restoration of degraded pasture, and increased vegetation cover with different drought tolerant plants (TE, p. 9).

Overall, the project outcomes were aligned with GEF-5 focal area strategy of climate change and the country’s national development priorities. The project was also coherent with three other GEF relevant projects implemented by UNDP which supported the preparation of the NAPA, the strengthening of climate information and early warning systems, and the adaptation to the effects of drought and climate change in two agro-ecological zones of the country (PIF, p. 9). Regarding internal coherence, however, downward adjustment of several output targets denotes either that the project fell short in providing adequate resources to achieve the original targets, or that these were over ambitious given the scale of the project.

4.3 Effectiveness	MU
-------------------	----

The TE assesses project effectiveness as *satisfactory* (TE, p. 26). Although the project reported progress under the three components, most of the outcome indicators only partially met the targets, while progress related to the indicators on percentage change in GHG could not be assessed at the time of the TE completion. Moreover, during project implementation targets for several outputs were reduced because of budget overruns. Overall progress in achieving the long-term objectives is less than expected at project start. This validation gives a *Moderately unsatisfactory* rating to effectiveness of the project.

Achievements as per components are described below:

**Component 1. Livestock farmers are able to cope with climate change through adoption of improved practices that enhance livelihoods.** Under outcome 1.1. “Livestock farmers able to cope with climate change through adoption of improved practices that enhance livelihoods”, only one out of six indicators fully met the target: “the percentage of households adopting a wider variety of livelihood strategies (75%)”. The project reported an increase in the percentage of households with year-round access to adequate water for livestock watering from 48% to 88.4%, although below the end target of 98%. In connection with livestock disease incidence, prevalence decreased from 15% to 14.2% due to an improvement in animal husbandry management, falling short of the expected target of 5%. Other

outcome indicators that did only partially met the targets were “percentage of households affected by climate related disasters” (16.3% achieved vs. 10% targeted) and “percentage of farmers with access to markets for livestock products” (63% achieved vs. 93% targeted). In addition, the percentage change in GHG emissions due to livestock activities was reported as zero. This was yet to be established due to the need for “expert analysis” (TE, p. 23). Under Outcome 1.2 “Increased resilience of infrastructure to climate change threats”, the indicator also partially met the target, with 80% of infrastructure made climate resilient to rapid-onset events, below the 100% expected target. Finally, the indicator under Outcome 1.3 “Reduced GHG emissions from project’s infrastructure”, was also reported as zero because the biogas digestors were still under construction by the time of TE’s completion (TE, p. 25).

**Component 2: Capacity Building on climate change Adaptation for stakeholders.** This component had two expected outcomes “increased knowledge and risk preparedness and adaptive capacity to climate variability at country and targeted community levels” (2.1) and “Diversification and strengthened livelihoods and source of incomes for rural population (artisan and livestock farmers)” (2.2) (TE, p. 25). Regarding outcome 2.1, sensitization and awareness campaigns on climate risk preparedness were conducted at community level through Radio programs and training of trainers at district level. The expected target of 90% of households that were aware of climate change issues was unmet (61.5% achieved). In connection with outcome 2.2., 57% of households were reported as having adopted climate change resilient livestock management and resilient crop husbandry practices, below the target of 100%.

**Component 3: Knowledge, Monitoring and Evaluation.** The component had only one expected outcome, defined as “M&E management and lessons learnt are captured and appropriately disseminated”. The outcome indicator refers to the percentage of actual budget/expenditure achieved, which was 87% by the TE completion but expected to reach 100% as physical completion of activities was still underway (TE, p. 25). The TE does not report on the outcome indicator “Number of unqualified PIU audit reports” as stated in CEO Endorsement (p. 41).

4.4 Efficiency	S
----------------	---

The physical output progress for Component 1 was 95.8% by the TE completion, while physical output progress for Component 2 was 146%, due to overachievement in the number of beneficiaries covered by the training activities (e.g., staff trained in climate risk assessment, livestock farmers trained in livestock feed conservation for dry seasons). Output progress under Component 3 was 120.7%, with the production of various knowledge adaptation products such as videos, brochures and a booklet produced (TE, p. 14-15).

The TE reports some minor delays in timely implementation of the procurement activities, related to financial capacity on the project suppliers, lengthy procurements and payment processes and delays in the completion of contracts. In addition, the PIR 2022 reported that some delivery schedules were affected by the negative impact of COVID-19 pandemic lockdown restrictions. The last disbursement date was extended to May 2022 to deal with the unexpected delays (PIR, p. 2). It is also important to highlight

that, as stated in 3.3., there were revisions for some output indicators due to “budgetary constraints and budget overruns” (TE, p. 33).

The TE (p. 27) rated the efficiency of this project as *satisfactory* because, overall, actual physical completion reached 121% with a disbursement rate of 87%. There were some implementation challenges, but these were mostly beyond the project’s control (COVID-19 lockdown restrictions) (TE, p. 27). This validation also gives a *satisfactory* rating to the efficiency of this project. It is worth noting that the TE lacked a more thorough analysis where achievements were weighted against the costs (e.g., cost benefit analysis) and/or where the relative costs and outcomes of different courses of action were assessed (e.g., cost-effectiveness analysis).

4.5 Outcome	MU
-------------	----

Summarize key outcomes related to environment, human well-being, and enabling conditions (Policy, Legal & Institutional Development; Individual & Institutional Capacity-Building; Knowledge Exchange & Learning; Multistakeholder Interactions), as applicable. Include any unintended outcomes (not originally targeted by the project), whether positive or negative, affecting either ecological or social aspects.

Where applicable, note how both intended and unintended outcomes have positively and/or negatively affected marginalized populations (e.g., women, indigenous groups, youth, persons with disabilities), and where some stakeholder groups have benefited more/ less than others.

According to the TE (p. 33), livestock farmers targeted under the project have begun to use veterinary services, which has contributed to improving disease control management. In addition, the construction of feeder roads facilitates the sale of livestock and related products, which “have generally improved trade” (TE, p.29), while training and livestock breeding services are now available at the Livestock Service Center. Furthermore, the initial 60 dairy animals distributed to beneficiaries are yielding income for farmers through increased sales of milk. Farmers received additional livestock under the pass-on scheme, and they were also trained on how to construct the biogas digestors and use them to reduce GHG emission while enhancing the management of manure for crop production. Other training also addressed pasture and fodder production for dry season, climate adaptation risk assessment tools and sustainable land and feed conservation practices. The project has also promoted sustainable livestock development through the expansion of extension and advisory services in the sector (TE, p. 33).

Finally, the project successfully completed the Training of Trainers (TOT) in Gender Sensitive Climate Risks Assessment (GCRA) and the use of a Community Based Risk Screening Tool-Adaptation and Livelihoods (CRISTAL) in 7 Districts of Muchinga and 6 Districts of Northern Provinces. Subsequently, District staff and Extension officers conducted a training of livestock farmers risk assessments and climate change awareness campaigns in approximately 70 villages of the 13 Districts. An estimated 3,500 representing 1,512 females (43%) and 1988 (57%) men took part in the training and successfully produced village vulnerability and resource maps (TE, p. 33).

Note any progress made to sustain or expand environmental benefits beyond project closure, using stakeholder (rather than project) resources, e.g. through replication, mainstreaming or scaling-up of GEF-supported initiatives. Examples would be farmers adopting practices using own funds, follow-on replication projects, development of plans for scaling, inclusion in local or national legislation, and allocation of government budgets or private sector investments for institutional adoption.

The TE rated sustainability as *Moderately likely*, due “to moderately likely risks” (TE, p. 28):

**Financial Sustainability:** The TE states that the capacity building activities that were conducted have provided the communities with the tools and approaches for continuous commitment and sustainability after closure of the project. The participatory approach in the implementation of the activities is expected to ensure sense of ownership and commitment as well as sustainability of the livestock infrastructure. The rural community infrastructures will be maintained and rehabilitated by the communities either using their own workforce (cooperatives) or recruiting an artisan (TE, p. 28).

**Institutional sustainability:** The TE states that the project has adequate structures in place to promote sustainability, from national level up to the community level. The project interventions were fully implemented by the MFL and targeted existing farmer groups and secondary schools. This contributed to building capacity among these groups and helped in establishing as well as strengthening synergies. Management of infrastructure was left in the hands of the individual districts with minimal support from the Ministry. However, the business oriented and management capacity for the infrastructure developed under the project are weak (TE, p. 29).

**Sociopolitical:** At community level, the livestock farmer cooperatives were fully engaged in the management of the project interventions (TE, p. 29). The use of the provincial and district decentralized implementation system ensured full community participation guided by district authorities, which is expected to continue after the CRLMP has phased out (TE, p. 28).

**Environmental and social sustainability:** The TE states that the project has had a social impact by providing more income and a more diversified agricultural output. Other positive effects have included an improvement in nutritional and food safety, e.g., through consumption of wholesome meat and milk products rich in proteins and supply of draught power for crop production. The TE also states that rehabilitation of feeder roads facilitates the sale of livestock and access to markets, while expected higher incomes at the household level will generate multiplier effects at the community level.

Overall, based on the available evidence, apparent ownership among relevant stakeholders constitutes the main strength of the project to sustain its outcomes. However, the TE lacks a more thorough analysis that identifies risks, their likelihood of materialization and/or the likely effects if these materialize. Furthermore, regarding financial sustainability, there is no evidence on whether any financial mechanisms



will be in place (beyond possible in-kind contribution by farmers) to sustain the project outcomes, particularly with respect to the O&M of the livestock infrastructure. Regarding institutional sustainability, the TE states that there is a need for the Government to build and strengthen business-oriented plans, but it is not clear whether any provisions are in place to facilitate such commitment. Finally, there is no supporting evidence to justify the expectations regarding social sustainability (e.g., on income increase or diversification and multiplier effects). Therefore, this TER is unable to assess the sustainability of this project.

## **5. Processes and factors affecting attainment of project outcomes**

Before describing the factors, you may choose to summarize reported outcomes and sustainability here:

<https://www.research.net/r/APR2023>.

**5.1 Co-financing.** To what extent was the reported co-financing essential to the achievement of GEF objectives? If there was a difference in the level of expected co-financing and actual co-financing, what were the reasons for it? Did the extent of materialization of co-financing affect project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The TE (p. 38) reports that a total of USD 603,047 materialized as counterpart funding by the Government of Zambia. This is below the commitment of USD 2,108,000 that was determined at the design stage (CEO Endorsement, p. 3). However, no further details are provided, and the TE does not specify how the difference between the expected and actual co-financing may have affected the project's outcomes and/or sustainability.

**5.2 Project extensions and/or delays.** If there were delays in project implementation and completion, then what were the reasons for it? Did the delay affect the project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

According to the PIR 2022 and the TE (p.27), the project activities were implemented with good progress although some delivery schedules were affected by the negative impact of COVID-19 pandemic lockdown restrictions. Therefore, the last date of disbursement was extended to May 31, 2022. In addition, the project faced some implementation challenges related to the financial capacity of the project suppliers, lengthy procurements and payment processes and delays in the completion of contracts. Major concerns were raised about the unfinished works to construct the LSC Tier 2 in Isoka by VGlux, which led to the cancellation of the contract and the outsourcing of funds to complete other works. Also, the procurement of consultancy services for the management of livestock pass-on scheme was delayed due to prolonged legal clearance, which resulted in the cancellation of the tender. The MFL resolved to use already trained government staff to implement the assignment (TE, p. 27).

**5.3 Stakeholder ownership.** Assess the extent to which stakeholder ownership has affected project outcomes and sustainability. Describe the ways in which it affected outcomes and sustainability, highlighting the causal links.

Farmers' engagement was facilitated through farmer groups and registered cooperatives for project implementation, an approach that is deemed useful as it allows full ownership of infrastructures and other related interventions (TE, p. 40). The use of the provincial and district decentralized implementation mechanisms facilitated community participation under the guidance of district authorities, which

according to the TE is expected to continue beyond project closure. The rural community infrastructures are also expected to be rehabilitated by the community (TE, p. 40). However, it is not clear whether the necessary financial mechanisms are available to grant the budget needed for such purposes.

5.4 Other factors: In case the terminal evaluation discusses other key factors that affected project outcomes, discuss those factors and outline how they affected outcomes, whether positively or negatively. Include factors that may have led to unintended outcomes.

No additional key factors are discussed.

## 6. Assessment of project’s Monitoring and Evaluation system

Ratings are assessed on a six-point scale: Highly Satisfactory to Highly Unsatisfactory.

Please justify ratings in the space below each box.

<b>6.1 M&amp;E Design at entry</b>	MS
------------------------------------	----

The TE does not provide a rating for the M&E design at entry. The TE reports that the M&E Plan of the project identified and defined the indicators appropriate for routine and periodic data collection and reporting. It also provided a plan for periodic strategic reviews (or evaluations), the conceptualization of data collection tools and a database for holding both routinely collected and periodic data (TE, p. 31).

In general, the M&E plan adequately addressed the project’s theory of change, and the outcome indicators were mostly aligned to the project’s components and overall objective. However, the design of the results framework had areas for improvement. For example, with respect to “Outcome 2.2 - Diversification and strengthened livelihoods and source of incomes for rural population (artisan and livestock farmers)”, the indicators used “number -percentage- of households adopting climate change resilient livestock management practices / technologies” and “number (percentage) of households adopting climate change resilient crop husbandry practices”) do not allow to assess actual progress on livelihoods strengthening, e.g. through measuring income increase/diversification as a proxy..

Overall and based on these shortcomings, this validation assesses M&E design at entry as *Moderately satisfactory*.

<b>6.2 M&amp;E Implementation</b>	MU
-----------------------------------	----

The TE rated M&E implementation as *Moderately satisfactory*, due to some “shortcomings in the delivery of baseline data, lack of M&E Personnel to lead the M&E Unit during the 1st and 2nd Quarter of Year 2” (TE, p. 37). The project conducted and submitted project implementation reports and a mid-term review. However, the beneficiary-impact assessment, which was expected for the last year of the project to “rigorously estimate impacts” through “with” and “without” scenarios (CEO Endorsement, p. 36), had not

been completed by the time of TE completion (TE, p. 36). The TE does not provide further details on whether this assessment will be completed.

A key challenge to the M&E system was the lack of baseline information for five out of eleven outcome indicators. The TE explains that a baseline survey was conducted in Year 1 of the project; however, the survey was poorly conducted leading to insufficient baseline information, and this systematically hindered the assessment of several outcome indicators (TE, p. 35).

Overall, this validation disagrees with the TE and rates M&E implementation as *Moderately unsatisfactory*.

## 7. Assessment of project implementation and execution

Quality of Implementation rating is based on the assessment of the performance of GEF Agency(s). Quality of Execution rating is based on performance of the executing agency(s). In both instances, the focus is upon factors that are largely within the control of the respective implementing and executing agency(s). A six-point rating scale is used (Highly Satisfactory to Highly Unsatisfactory), or Unable to Assess.

Please justify ratings in the space below each box.

<b>7.1 Quality of Project Implementation</b>	MS
----------------------------------------------	----

The TE rated the quality of project implementation as Satisfactory whereas this TE validation assesses the performance to be Moderately Satisfactory.

Based on the TE (p. 37), the Bank ensured timely disbursements throughout the project implementation timeframe, with a few delays in direct payments to contractors. The Bank also ensured Virtual Fiduciary Clinics were held in collaboration with the Ministry of National Development Planning to ensure Project staff were affiliated with the banks strategies and approaches of project improvement through embracing the One-Bank Approach to Portfolio Management, Weekly and Monthly Portfolio Tracker, Enhanced Stakeholder Ownership and Leadership, Structured Dialogue Framework and Intensified Capacity Building in the areas of Finance, Procurement/Contract Management and Monitoring and Evaluation.

During project implementation, targets for several outputs were reduced because of budget overruns, and there were also minor inefficiencies with respect to delivery of outputs. In addition, shortcomings in M&E design and implementation hindered the assessment of several outcome indicators.

<b>7.2 Quality of Project Execution</b>	MS
-----------------------------------------	----

The TE rated the execution of the project by the MFL as *Satisfactory*. Based on the TE (p. 37), implementation of the project was generally slow due to the impacts of the Covid-19 pandemic which

stalled various procurement processes and contracting of goods and services. There were few challenges associated with Works Contracts such as the default on the completion of the Livestock Service Center Tier 2 in Isoka, Muchinga Province, which was in process of completion at the time of the TE. The project also experienced slow disbursement of funds due to delays in justification of expenditures, thereby slowing general project performance.

Considering all these elements, together with the fact that the baseline survey was poorly executed, and this hindered the assessment of five out of eleven outcome indicators, this validation rates execution of the project as *Moderately satisfactory*.

## 8. Lessons and recommendations

8.1 Briefly describe the key lessons, good practices, or approaches mentioned in the terminal evaluation report, including how they could have application for other GEF projects. Lessons must be based on project experience.

### Lessons learned:

Farmer and public/private sector involvement. Engagement of key stakeholders in project implementation proved to be a useful approach which allows full ownership of infrastructures and related interventions such as the rangeland promotion. This is important in ensuring sustainability of the interventions after the project life (TE, p.41).

Decentralization. The approach of having Provincial Focal Person as well as the District Focal Person helped to system to be more effective in terms of timely execution of activities (TE, p.41).

Community-based Capacity building and farmer sensitization and training. Training of Community Livestock Facilitators (CLFs) to complement the efforts of camp officers coupled with awareness raising is critical in the sustainability of interventions promoted by the project (TE, p.42).

Procurement. The long process of procurement tends to reduce efficiency with which services are delivered if not adequately addressed at the beginning of the project (TE, p.42).

Procurement and distribution of Indigenous Breeds. The approach adopted by the project of using improved breeds of livestock species which are more productivity assisted in improving farmers' income since animals reach the targeted market weight quicker therefore allowing them to sell the animals earlier (TE, p.44).

8.2 Briefly describe the recommendations given in the terminal evaluation.

For the Ministry of Fisheries and Livestock (TE, p. 41-46)

- Engage Private sector for sustainability and ensure that various business plans and models are developed, and Public-Private Partnerships sought to fully operationalize the livestock support infrastructure.

- Enhance decentralization in follow up projects.
- All procurement should be done in the first year of the project implementation.
- Enhance capacity building activities on several dimensions. For example, capacity building programs on climate resilience for the communities and solar powered boreholes should be added to the existing designs to improve water accessibility to a wider spectrum of farmers in the communities. Furthermore, to increase the GHG mitigation potential, capacity building about the usage of the digestors at community level should be enhanced, and the construction of bio-digesters in selected sites should be extended to household-level, especially for farmers who received livestock under the stocking and restocking programme.

## 9. Quality of the Terminal Evaluation Report

Before rating the quality of the terminal evaluation, click here to summarize your observations on the sub-criteria: <https://www.research.net/r/APR2023>.

A six-point rating scale is used for each sub-criteria and overall rating of the terminal evaluation report (Highly Satisfactory to Highly Unsatisfactory)

Criteria/indicators of terminal evaluation quality	GEF IEO COMMENTS	Rating
1. Timeliness: terminal evaluation report was carried out and submitted on time?	The actual completion date of the project was in June 2022. The TE was completed in May 2022 and submitted to the GEF portal in January 2023. The TE does not specify when the evaluation mission took place.	HS
2. General information: Provides general information on the project and evaluation as per the requirement?	The TE provides complete general information: evaluators names, executing agencies, key project milestones and GEF environmental objectives. It does not specify when the evaluation mission took place and/or when the TE was submitted.	S
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	The TE did not specify whether key stakeholders were reached out and/or whether their feedback was incorporated on the report. The TE does not mention if the OFP feedback was sought or incorporated in the report.	HU
4. Theory of change: provides solid account of the project’s theory of change?	The TE discusses causal links/mechanisms to achieve the intended impact. It presents the key assumptions of the theory of change but does not discuss if those assumptions remain valid.	S

<p>5. Methodology: Provides an informative and transparent account of the methodology?</p>	<p>The report does not discuss information sources for the evaluation; does not provide information on who was interviewed and on project sites/activities covered for verification; does not describe tools and methods used; and does not identify limitations of the evaluation.</p>	<p>HU</p>
<p>6. Outcome: Provides a clear and candid account of the achievement of project outcomes?</p>	<p>The TE assesses relevance to GEF and country priorities and of project design, reports performance on all outcome targets (including baseline, target, and progress towards it) complemented with a qualitative assessment. Factors affecting outcome achievement are not discussed in depth: several outcome indicators did not fully achieve their targets, but no details are provided on the specific reasons behind them. A more thorough analysis of efficiency, including more detail on timeliness of activities as well as weighing achievements against the costs (e.g., through CBA or CEA) would have been valuable.</p>	<p>MU</p>
<p>7. Sustainability: Presents realistic assessment of sustainability?</p>	<p>While the TE provides an overall likelihood of sustainability, the assessment is not supported by a thorough identification of risks, their likelihood of materialization and/or the likely effects if these materialize.</p>	<p>MU</p>
<p>8. M&amp;E: Presents sound assessment of the quality of the M&amp;E system?</p>	<p>The TE does not analyze quality of M&amp;E at design. The TE's assessment of quality of M&amp;E implementation is too brief.</p>	<p>U</p>
<p>9. Finance: Reports on utilization of GEF funding and materialization of co-financing?</p>	<p>The TE does not report on utilization of GEF resources. It does report on materialization of co-financing including government in-kind contributions, but it does not discuss why actual co-financing was below the amount expected at the design stage and what were the contributions of co-financing to project results.</p>	<p>U</p>
<p>10. Implementation: Presents a candid account of project implementation and Agency performance?</p>	<p>The report assesses the GEF agency and executing agency performance and provides a rating for them. While factors that affected implementation are mentioned, the discussion would have</p>	<p>MS</p>

	benefited from a more detailed assessment on how related challenges were managed.	
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	The TE does not report on implementation of social and environmental safeguards. While the report briefly refers to the shares of women participating in some of the project activities, there is no reference to a gender analysis and/or gender mainstreaming plan having been conducted or implemented.	U
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The report presents lessons based on project experience. It also briefly presents recommendations as needs for action, as well as action takers.	S
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Ratings for outcome and sustainability would have benefitted from a more realistic and thorough discussion. On the one hand, the TE rates outcomes as <i>satisfactory</i> , but based on the evidence provided, only one out of eleven outcome indicators fully met the target. On the other hand, the project rates sustainability as <i>moderately likely</i> , but the discussion falls short in specifying risks, likelihood of materialization and likely effects if these materialize.	MS
14. Report presentation: The report was well-written, logically organized, and consistent?	The report was generally well-written and logically organized. However, key information is missing for several dimensions, as already described in this summary.	MU
<b>Overall quality of the report</b>		MU

**10. Note any additional sources of information used in the preparation of the terminal evaluation report (excluding PIRs, TEs, and PADs).**

## ANNEX 1. GEF IEO THEORY OF CHANGE FRAMEWORK

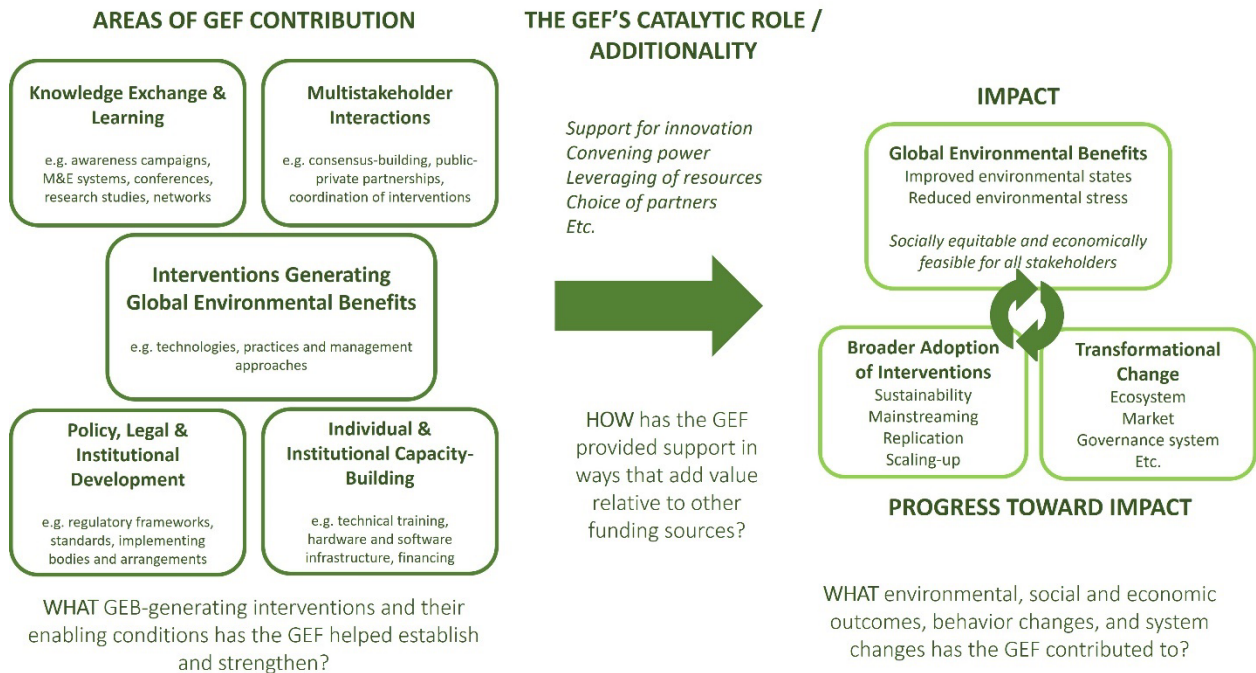


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

The general framework for the GEF's theory of change (figure 1) draws on the large amount of evaluative evidence on outcomes and impact gathered over the years by the GEF Independent Evaluation Office. The framework diagram has been updated to reflect the IEO's learning since OPSS (GEF IEO 2014, p. 47-50) about how the GEF achieves impact, as well as the evolution of the GEF's programming toward more integrated systems-focused and scaled-up initiatives.

The framework outlines the three main areas that the IEO assesses in its evaluations: a) the GEF's contributions in establishing and strengthening both the interventions that directly generate global environmental benefits, and the enabling conditions that allow these interventions to be implemented and adopted by stakeholders, b) the GEF's catalytic role or additionality in the way that the GEF provides support within the context of other funding sources and partners, and c) the environmental, social and economic outcomes that the GEF has contributed to, and the behavior and system changes that generate these outcomes during and beyond the period of GEF support.

The circular arrow between impact and progress toward impact, as before, indicates how bringing about positive environmental change is an iterative process that involves behavior change (in the form of a broader group of stakeholders adopting interventions) and/or systems change (which is a key characteristic of transformational change). These three areas of change can take place in any sequence or simultaneously in a positively reinforcing cycle, and are therefore assessed by the GEF IEO as indicators of impact.



Assessing the GEF’s progress toward achieving impact allows the IEO to determine the extent to which GEF support contributes to a trajectory of large-scale, systemic change, especially in areas where changes in the environment can only be measured over longer time horizons. The updated diagram in particular expands the assessment of progress towards impact to include transformational change, which specifically takes place at the system level, and not necessarily over a long time period.

The updated diagram also more explicitly identifies the link between the GEF’s mandate of generating global environmental benefits, and the GEF’s safeguards to ensure that positive environmental outcomes also enhance or at the very least do not take away from the social and economic well-being of the people who depend on the environment. Thus the IEO assesses impact not only in terms of environmental outcomes, but also in terms of the synergies and trade-offs with the social and economic contexts in which these outcomes are achieved.

## ANNEX 2. DEFINITION OF TERMS

<b>Intervention</b>	Any programmatic approach, full-sized project, medium-sized project, or enabling activity financed from any GEF-managed trust fund, as well as regional and national outreach activities. In the context of post-completion evaluation, an intervention may consist of a single project, or multiple projects (i.e. phased or parallel) with explicitly linked objectives contributing to the same specific impacts within the same specific geographical area and sector. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Activity (of an intervention)</b>	An action undertaken over the duration of an intervention that contributes to the achievement of the intervention’s objectives, i.e. an intervention is implemented through a set of activities. E.g. training, (support to) policy development, (implementation of) management approach.
<b>Outcome</b>	An intended or achieved short- or medium-term effect of a project or program’s outputs. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Impact</b>	The positive and negative, primary and secondary long-term effects produced by a project or program, directly or indirectly, intended or unintended. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Environmental outcomes</b>	Changes in environmental indicators that could take the following forms: <ul style="list-style-type: none"> <li>• Stress reduction: reduction or prevention of threats to the environment, especially those caused by human behavior (local communities, societies, economies)</li> <li>• Environmental state: biological, physical changes in the state of the environment</li> </ul> <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Social and economic outcomes</b>	Changes in indicators affecting human well-being at the individual or higher scales, e.g. income or access to capital, food security, health, safety, education, cooperation/ conflict resolution, and equity in distribution/ access to benefits, especially among marginalized groups.
<b>Synergies</b>	Multiple benefits achieved in more than one focal area as a result of a <i>single intervention</i> , or benefits achieved from the interaction of outcomes from at least two separate interventions in addition to those achieved, had the interventions been done independently.

	<a href="http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016">http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016</a>
<b>Trade-offs</b>	A reduction in one benefit in the process of maximizing or increasing another benefit. <a href="http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016">http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016</a>
<b>Broader adoption</b>	The adoption of GEF-supported interventions by governments and other stakeholders beyond the original scope and funding of a GEF-supported intervention. This may take place through sustaining, replication, mainstreaming, and scaling-up of an intervention and/or its enabling conditions (see definitions below). <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Sustainability</b>	The continuation/ likely continuation of positive effects from the intervention after it has come to an end, and its potential for scale-up and/or replication; interventions need to be environmentally as well as institutionally, financially, politically, culturally and socially sustainable. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Replication</b>	When a GEF intervention is reproduced at a comparable administrative or ecological scale, often in different geographical areas or regions. <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Mainstreaming</b>	When information, lessons, or specific aspects of a GEF initiative are incorporated into a broader stakeholder initiative. This may occur not only through governments but also in development organizations and other sectors. <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Scaling-up</b>	Increasing the magnitude of global environment benefits (GEBs), and/or expanding the geographical and sectoral areas where they are generated to cover a defined ecological, economic, or governance unit. May occur through replication, mainstreaming, and linking. <a href="http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019">http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019</a>
<b>Transformational change</b>	Deep, systemic, and sustainable change with large-scale impact in an area of major environmental concern. Defined by four criteria: relevance, depth of change, scale of change, and sustainability. <a href="http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017">http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017</a>
<b>Additionality</b>	a) Changes in the attainment of direct project outcomes at project completion that can be attributed to GEF's interventions; these can be reflected in an acceleration of the adoption of reforms, the enhancement of outcomes, or the reduction of risks and greater viability of project interventions. b) Spill-over effects beyond project outcomes that may result from systemic reforms, capacity development, and socio-economic changes. c) Clearly articulated pathways to achieve broadening of the impact beyond project completion that can be associated with GEF interventions. <a href="https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf">https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf</a>