TERMINAL EVALUATION

FINAL REPORT

Title:

Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children (SCORE Project) (PIMS 4711)

UNDP and GEF project ID	SCORE Project - PIMS 4711; ID 5343
Evaluation time frame Date of evaluation report	Three Months November 2019 - January 2020
Region and countries included in the project	Northern Namibia, Africa
GEF Operational Program/Strategic Program GEF CCA results framework	CCA 1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global levels. It contributes to Outcome 1.1: Mainstreamed adaptation into broader development frameworks at country level and in targeted vulnerable areas. In addition, it also contributes to Outcome 1.3: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas. CCA 2: Increase the adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global levels. It contributes to Outcome 3.1: Successful demonstration, deployment, and transfer of relevant adaptation technology in targeted areas.
Implementing Partner and other project partners	Implementing Entity: Ministry of Environment and Tourism (MET) Responsible Parties: Ministry of Agriculture, Water and Forestry (MAWF), Regional Councils, CES, NNFU, UNAM
Evaluation team members	Dr. Godwin Hlatshwayo: redroof2009@gmail.com International Consultant and Terminal Evaluation Team Leader Dr. Hashali Hamukuaya: hashali.hamukuaya@gmail.com National Consultant and Terminal Evaluator

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The evaluators would also like to express utmost gratitude to the personnel of the Ministry of Environment and Tourism, (MET), Ministry of Water and Forestry (MAWF), Ministry of Urban and Rural Development (MURD), and the SCORE Project Management Unit (PMU) and the Project Steering Committee for their participation. They provided invaluable data and information that were instructive to evaluators during the evaluation exercise. The Evaluation Team would also like to extend special thanks to the personnel of the United Nations Development Programme (UNDP) who provided guidance and supplied relevant project documents and key information related to this evaluation. Special gratitude to Mr. Aron Hangula (SCORE Regional Project Coordinator) who accompanied the evaluators during a one-week field visits to project sites in Ohangwena, Oshikoto, Oshana and Omusati regions.

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1.0. Executive Summary

This is a UNDP-GEF Terminal Evaluation (TE) of the full-sized project titled "Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children" (SCORE Project) (PIMS 4711) implemented through the Ministry of Environment and Tourism (MET) and the Ministry of Agriculture, Water and Forestry (MAWF). The project started in March 2015 and is in its final year of implementation in December 2019. 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 (TE) upon completion of implementation.

1.1. Project Summary Table

Project Summary Table

Project Title:	Scaling up community resilience to climate variability and climate change in Northern Namibia, with special focus on women and children (Score Project)			
GEF Project ID:	5343		*at endorsement (Million US$)*	*at completion (Million US$)*
UNDP Project ID:	00083204 00091803	GEF financing:	3, 050, 000.00	3,050,000
Country:	Namibia	IA/EA own:	860, 000.00	700,000
Region:	Africa	Government:	19, 157, 263.00	9,467,821
Focal Area:	Climate Change Adaptation	Other:	500,000	100,000
FA Objectives, (OP/SP):	1: Reduce vulnerability to the adverse impacts of climate change; including variability, at local, national, regional and global levels. 2. Increase the adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global levels	Total co-financing:	20,017,263.00	10,267,821
Executing Agency:	MET	Total Project Cost:	23,067,263.00	13,313,821
Other Partners involved:	MAWF	ProDoc Signature (date project began):		March 2015
		(Operational) Closing Date:	Proposed: December 2019	Actual:

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

1.2. Project Description

This is a UNDP-GEF Terminal Evaluation (TE) of the full-sized project titled "Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children". (SCORE Project (PIMS 4711) was implemented through the Ministry of Environment and Tourism (MET) and the Ministry of Agriculture, Water and Forestry (MAWF). The project started in March 2015 and was in its final year of implementation in 2019. SCORE Project aimed to strengthen the adaptive capacity, reduce the vulnerability to droughts and floods, and increase the resilience of productive systems and livelihoods in the Northern part of Namibia. The project targeted 4,000 households as direct beneficiaries, with 80% of the households being women or orphan-led, and children from 75 schools. The project objective was to reduce the vulnerability of rural communities in responding to drought and floods in Northern Namibia, with a special focus on women and children. The objective was achieved through three inter-related outcomes: (1) Small-holder adaptive capacity for climate-resilient agricultural practices strengthened; (2) Reduce vulnerability to droughts and floods; and (3) Mainstreaming climate change into national agricultural strategy/sectoral policy, including budgetary adjustments for replication and scaling up. The five-year project had a total budget of USD 23,067,263, out of which the GEF/SCCF contributed USD3,050,000 (13.2%). UNDP contributed USD 860,000 (3.7%) and the Government of Namibia contributed USD 19,157,263 (83%). The project was initially implemented in seven northern regions of Namibia namely: Oshana, Omusati, Ohangwena, Oshikoto, Kunene, Kavango West and Kavango East but at the recommendation of the mid-term evaluation, the two Kavango regions were excluded. In addition to inherent climate variability, these regions are regularly, and increasingly threatened by extreme weather events such as floods and droughts, which disrupt livelihoods, affect agriculture productivity and cause damage to infrastructure.

The 5-year project was nationally implemented by the Ministry of Environment and Tourism (MET), which provided a National Project Director (Environmental Commissioner), and a Project Management Unit (PMU). The PMU is led by a Project Manager supported by the Project Implementation Officer, three Regional Project Coordinators based in Kavango, Ohangwena and Omusati. A Project Board (Project Steering Committee - PSC) provided overall policy guidance. The PSC was chaired by the Environmental Commissioner and had representatives from several ministries, including UNDP, Namibia National Farmers Union (NNFU), GIZ, regional coordinators and 2 representatives from academia and a civil society organization.

The Mid-term Review was conducted in September 2017, the third year of implementation. It was conducted in accordance with the guidelines and regulations of UNDP and GEF, and, assessed the overall performance against the project objectives as set out in the Project Document and other related documents; project relevance to national priorities, as well as UNDP and GEF strategic objectives, namely; the effectiveness and efficiency of the project; sustainability of the project interventions and consideration of project impacts; implementation and management arrangements of the project, including financial management.

The terminal evaluation was focussed on the delivery of the project's results as initially planned (and as corrected after the mid-term review). The terminal evaluation looked at the impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The terminal evaluation also provides recommendations for follow-up activities and requires a management response, which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

1.3. Evaluation Rating Table

Evaluation Criteria and Ratings: An assessment of project performance was 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 terminal evaluation covered at a minimum, the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings are provided on the table immediately below with specific performance criteria. The completed table is included in the evaluation executive summary.

Box: Progress towards results rating scale

Highly Satisfactory (HS) --- The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".

Satisfactory (S) -- The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.

Moderately Satisfactory (MS) -- The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.

Moderately Unsatisfactory (MU) -- The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.

Unsatisfactory (U) -- The objective/outcome is expected not to achieve most of its end-of-project targets.

Highly Unsatisfactory -- (HU) The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets. C. Project Implementation & Adaptive Management

The obligatory rating scales have been completed - included immediately below in Annex D.

Evaluation Ratings: ANNEX D			
1. Monitoring and Evaluation	***rating***	**2. IA& EA Execution**	***rating***
M&E design at entry	(MS)	Quality of UNDP Implementation	(MS)
M&E Plan Implementation	(MU)	Quality of Execution - Executing Agency	(MU)
Overall quality of M&E	(MU)	Overall quality of Implementation / Execution	(MU)
3. Assessment of Outcomes	**rating**	**4. Sustainability**	**rating**
Relevance	(R)	Financial resources:	(ML)
Effectiveness	(MS)	Socio-political:	(L)
Efficiency	(S)	Institutional framework and governance:	(L)
Overall Project Outcome Rating	(MS):	Environmental:	(MU)
		Overall likelihood of sustainability:	(MU)

1.4. Summary of conclusions, recommendations and lessons

Summary of findings

- Project design undertook a thorough analysis of the challenges to building adaptive capacity and resilient production systems and livelihoods in Northern Namibia, identified four key barriers and designed an adequate project strategy to tackle the barriers effectively;

a. The terminal evaluation concluded that the Project addressed four key barriers that hindered stakeholders (in government, civil society, private sector and communities) from adopting practices that address climate risks in baseline programs, thereby weakening adaptive capacity and resilience of the local production systems and livelihoods. These were: i) Insufficient information and know-how on new agricultural techniques (for extension, support services and local communities); ii) Limited affordability to purchase inputs for climate-resilient agricultural methods; iii) Inadequate capacity to deal systematically and in the long-term with threats posed by extreme climatic events such as drought and floods; iv) Resistance to prioritize mainstream measures to increase adaptive capacity and resilience by productive sectors.

b. The terminal evaluation concluded that the SCORE Project tackled these barriers to building adaptive capacity amongst smallholder farmers and upscaling such efforts. Both farmers and SCORE implementing institutions and staff concurred that at the end of the Project there is growing information and know-how to make use of new agricultural techniques at both the support services and local community levels. The Project also developed and demonstrated climate-smart innovations, for example, improved practices and new implements.

c. The SCORE Project identified an ambitious program of work to address these barriers, that included the three outcomes. The terminal evaluation concluded that although the strategies identified to address the barriers were adequate to address the barriers to creating adaptive capacity and resilient production systems and livelihoods in the North, the actual project as described in the Project Document sought to address too many issues in too many areas with a very small budget. Implementing the strategy outlined in the project for the six original and one additional region (added during inception phase) would require a much larger budget than the US$ 3.5 million allocated.

d. The inadequate budget was exacerbated by the fact that the stakeholders' participation plan has not been adhered to during the implementation period. The Project Document outlined an implementation strategy that would involve active participation of the private sector (AMTA), civil society and the two universities, a strategy which increases resources (skills and co-finance) for project implementation. However, there was no meaningful participation of civil society and universities in actual project implementation on the ground, although they remain a part of the PSC. Changing the participation plan without adjusting the project strategy reduced the resources available for project implementation and resulted in a very limited portion (12.3%) of the project being implemented with 70% of the budget spent. Project implementation focused on 5 out of 17 outputs – with most of the work done to date focusing on only two outputs - 1.4 and 1.5 - with a little bit on outputs 1.6, 2.1 and 3.3. This changed the character of the project from one focused on building adaptive capacity and resilience of the production system and livelihoods, to one demonstrating the role of conservation agriculture in tackling climate variability and climate change.

e. As assessed, barriers to success remain as continuous financial resources, technical and institutional know-how and support which communities require to tackle harsh climatic conditions in Northern Namibia (Outcomes 1 and 2); aiming to make a systemic shift in the way smallholder farming is supported through promotion of evidence-based policy development and programme/budget planning (Outcome 3).

- However, the project strategy adopted in the Prodoc was far too ambitious for the budget provided. The terminal evaluation concluded that the project addressed far too many issues in too wide a geographic area; which it expanded by adding another region, without a corresponding increase in budget. SCORE Project with a limited budget of USD3,050,000 had

3 outcomes, 17 outputs and 53 groups of activities, implemented over 14 constituencies (2 constituencies per region);

- The lesson from the terminal evaluation was that rather than expand the beneficiary regions and stretch the resources even thinner, the project should have focused its work more narrowly, either by prioritized (and hence dropping) some regions or some outputs. In the future the terminal evaluation recommends more depth and less width;
- The terminal evaluation found out that the situation above was exacerbated by the fact that the project departed from the implementation arrangement and stakeholder participation negotiated during project formulation, and which was supposed to add to technical resources and co-finance. The project changed its scope (and character) from aiming to advance adaptive capacity and resilient productive systems and livelihoods, to one that piloted climate-smart agriculture technologies for tackling climate variability and climate change while simultaneously increasing land productivity and food security. That new scope proved successful and helpful to farmers and local communities.
- However, the project has delivered impressive results for the outputs that it prioritized. An assessment of the Logframe shows that the project has exceeded the end of project target for the objective.
- The project also contributed to the Comprehensive Agriculture Programme for Namibia (2015 - 2019) and it's National Conservation Agriculture Forum. It regularly participated in the Ministry of Environment and Tourism Annual Planning Meetings at which the national climate change policy agenda and domestic budgets are decided. It held awareness-raising campaigns on climate change adaptation and mitigation. The project contributed to the formulation of CRAVE project, which mobilized USD 10m for supporting Conservation Agriculture in Kavango region.
  - ☐ The M&E for the project was weak and vague. It was based on the GEF indicators for Adaptation Projects, which are quantitative and cannot measure impacts holistically. The project had provisions for establishing a participatory M&E plan, supported by action research, to guide learning, knowledge management, impact assessment and adaptive management. For the greater part of the Project implementation cycle that did not happen and that reduced the quality of the project, especially the opportunities for linking practice and policies.
  - ☐ Despite the sharp focus on conservation agriculture, the project still needed to do more work to get conservation agriculture farmers to prepare their fields early enough to catch the first rains each cropping seasons. As the project closes in December 2019, it will only have one season to try and get the farmers under conservation agriculture ready to plant early enough to catch the first rains – 2018-2019. This is because if it closes in December 2019 (in the middle of the 2019-2020 cropping season), project staff were busy with project winding down procedures to effectively facilitate farmers to effectively engage with conservation agriculture.
  - ☐ Sustainability of the micro drip irrigation, especially under the group farmers mode is unlikely. Some of the plots have stopped production because some farmers don't honour payments for water (especially where NAMWATER is used) and fuel for the pumps. The cost-benefit analysis of the vegetable growing under micro drip irrigation on such small plots (20 x30 meters) was not undertaken, especially for groups which get the same small plot as an individual (and in some cases groups of over 20 households are sharing one 20x30 meter plot).
  - ☐ Although there was very high support for the Project and demand for the technologies piloted was very high, overall uptake of the piloted initiatives under both micro drip irrigation and conservation agriculture (ripping, seeds distribution) was further threatened by the high cost of these technologies relative to low levels of disposable incomes, and the absence of policy-based incentives to reduce the cost of these technologies while increasing affordability and easy access (availability).

Summary of Lessons

Lesson 1: It is important to match the ambition of the project with the available budget and capacity.

Lesson 2: The project design was formulated with a specific stakeholder participation plan as the context. This stakeholder participation plan had indeed been negotiated during the project formulation; changing the particpation plan without adjusting the project strategy has reduced the resources available for project implementation (technical skills and co-finance) and resulted in a very limited portion of the project being implemented. It was important to quickly either stick with the project strategy, or adjust the strategy early on to match the ambition of the project to the resources available.

Lesson 3: Project level, participatory M&E was critical for assessing projects impacts and supporting knowledge management, learning and adaptive management

Lesson 4: For the popular uptake of climate-smart technologies by the wider population (not included as project beneficiaries), there was need to provide policy based incentives to encourage local manufacturing and/or affordability of the inputs for the technologies demonstrated; in this case drip irrigation pipes and related gadets, encouraged use of solar pumps rather than petrol pumps, plastic tanks, rippers, direct seeders and water affordable, etc.

Lesson 5: While mainstreaming the project into the Ministry of Agriculture Water and Forestry, extension service was important for sustainability, it was also critical to balance the need to pilot conservation agriculture in a manner that generated knowledge about what or who needed to change what practices in which ways in order for the concept to become a reality. This might have required that the project be managed by senior staff with a more sophisticated understanding of the dynamics of using projects to engineer change and to link practice with policy.

Lesson 6. It is important to formally handover the project officially to the government. This can be achieved through a high-level meeting composed of, among others, the representatives of the government stakeholders' Ministries.

Summary of recommendations for future similar projects

Recommendation	Who should act on it
Recommendation 1: In future similar Projects should design a participatory M&E plan in order to assess project impacts, support knowledge management, learning and adaptive management. UNDP as GEF Implementing Agency should have sufficient capacity to exercise oversight responsibilities for the M&E throughout the implementation of the project. Similarly, MET should play its oversight roles to the fullest in the execution of the project	UNDP, MET and responsible line ministries
Recommendation 2: The Project should consider adopting tried and tested model successfully implemented in the same region, where the project work plans were generated with the teams at the regional level offices. This provides a higher level of ownership and integration.	MET, MAWF and responsible line ministries
Recommendation 3: The AMAT is a critical component of project management and should be maintained. However, in future project, the AMAT should be refined well before mid term evaluation to avoid double reporting across indicators using the same targets.	PMU or Project Coordinator Mechanism
Recommendation 4: Future projects should learn from experiences of SCORE. To ensure that project implementation provides an opportunity for practice to inform policy processes, future project coordination structures should organise workshops (or a discussion fora) to assess the implications of project implementation, achievements and challenges on policies and policy formulation process. It should use the lessons generated to craft advocacy messages for policy and decision-makers.	PMU or Project Coordinator facilitated by PSC
Recommendation 5: Lessons from SCORE were critical for future learning and best practice for Namibia. In future projects, the Project Coordination Mechanism should mobilize at the very least MSc or PhD researchers to use the project for research, which will contribute to technical publications. To guide the researchers to provide information that is relevant to the project management and learning, the Project Coordination Mechanism, with guidance from the PSC should develop a series of questions/topics for which further research is required. These can be developed in the process of generating a participatory M&E systems.	PMU or Project Coordinator Mechanism, facilitated by PSC
Recommendation 6: Future projects should engage its staff and partners to shift focus from simply implementing a disparate set of project activities, to understanding that they are primarily piloting climate-smart agriculture as a tool for adapting agriculture to climate variability and climate change. They should therefore adhere more closely to implementing the project in line with the principles of conservation agriculture and the underlying practices. Furthermore, they should implement the project in a "learning mode", so as to contribute to the understanding of what needs to be changed within the agriculture set up, and in which ways this change should be made, if climate-smart agriculture (or just conservation agriculture) were to become the common practices. They should in particular interrogate which of those changes need to be at what levels (at the local practice or higher policy levels).	PMU or Project Coordinator Mechanism, facilitated by PSC
Recommendation 7: MAWF should mobilise sufficient resources to urgently mainstream the activities. It should also empower the Lead Farmers through, for example, incentives to faciliatate and support the replication of conservation agriculture.	MAWF
Recommendation 8: The Government of Namibia should deepen the current work on mainstreaming climate change into national agricultural strategy/sector policy, including adjustments to agriculture-based budgets for replication and up-scaling in the agriculture sector. SCORE Project implementation proved that the Project was as cost effective as originally proposed but its total budget was not adequate to meet the increasing needs of North Namibia.	MET, MAWF and responsible line ministries

2.0. Acronyms and Abbreviations

AMAT	Adaptation, Monitoring and Assessment Tool
AMTA	Agro-Marketing and Trade Association
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CD	Capacity development
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
FGD	Focus Group Discussion
FGM/C	Female Genital Mutilation/ Cutting
GEWE	Gender Equality and Women Empowerment
KI	Key Informant
KII	Key Informant Interviews
MAWF	Ministry of Agriculture, Water and Forestry
M & E	Monitoring and Evaluation
MET	Ministry of Environment and Tourism
MFMR	Ministry of Fisheries and Marine Resources
MURD	Ministry of Urban and Rural Development
NGO	Non-Governmental Organization
NUST	Namibia University of Science and Technology
OECD	Organisation for Economic Co-operation and Development
OECD DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
RBM	Results-Based Management
SGBV	Sexual and Gender-Based Violence
ToC	Theory of Change
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSCR	United Nations Security Council Resolution

3.0. Introduction

3.1. Purpose of the evaluation

This is a UNDP-GEF Terminal Evaluation (TE) of the full-sized project titled "*Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women*[1] *and children*[2]*.*". **SCORE Project** (PIMS 4711) was implemented through the *Ministry of Environment and Tourism (MET) and the Ministry of Agriculture, Water and Forestry (MAWF)*. The project started in March 2015 and is in its final year of implementation in 2019. 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 TE upon completion of implementation. The essentials of the project summary evaluated are as follows:

Project Summary Table

Project Title:	Scaling up community resilience to climate variability and climate change in Northern Namibia, with special focus on women and children (Score Project)			
GEF Project ID:	5343		*at endorsement (Million US$)*	*at completion (Million US$)*
UNDP Project ID:	00083204 00091803	GEF financing:	3, 050, 000.00	3,050,000
Country:	Namibia	IA/EA own:	860, 000.00	700,000
Region:	Africa	Government:	19, 157, 263.00	9,467,821
Focal Area:	Climate Change Adaptation	Other:	500,000	100,000
FA Objectives, (OP/SP):	1: Reduce vulnerability to the adverse impacts of climate change; including variability, at local, national, regional and global levels. 2. Increase the adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global levels	Total co-financing:	20,017,263.00	10,267,821
Executing Agency:	MET	Total Project Cost:	23,067,263.00	13,313,821
Other Partners involved:	MAWF	ProDoc Signature (date project began):		March 2015
		(Operational) Closing Date:	Proposed: December 2019	Actual:

[1] Focus on women is grounded in the vision of equality enshrined in the Charter of the United Nations, which calls for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, the Project terminal evaluation will assess how far the commitments on gender equality and gender mainstreaming translated into action through the Project activities.

[2] Focus on children is undergirded by international law. The United Nations Convention on the Rights of the Child (commonly abbreviated as the CRC or UNCRC) is a human rights treaty which sets out the civil, political, economic, social, health and cultural rights of children. Namibia ratified this convention and is bound to it by international law. The Convention defines a child as any human being under the age of eighteen, unless the age of majority is attained earlier under national legislation. The evaluation will assess how far the Project was conducted in compliance with the Convention.

The Terminal Evaluation (TE) was 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 evaluation commenced on November 18, 2019 and terminated on January 30, 2020. The total duration of the evaluation was 30 days over a period of 8 weeks started after signing the contracts, from when the evaluators were hired, and was executed according to the evaluation timeframe in Annex I:

Objectives: The principal objectives of this final evaluation are to assess the relevance[i], effectiveness[ii], efficiency[iii], sustainability[iv] and impact[v] of the SCORE Project - hereafter called Project. The evaluation assessed the achievement of Project results and draw lessons that can both improve the sustainability of benefits from this Project and aid in the overall enhancement of UNDP programming in future projects.

3.2. Scope & Methodology

An overall approach and method[3] for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluators, using the same approach framed the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as 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 terminal evaluation report (*Annex C, refer to 10.6*). The evaluators have, where appropriate, amended the questions and complied with the evaluation matrix and is included as an annex (refer to 10.7) to the final report.

The terminal evaluation provides evidence-based information that is credible, reliable and useful. The evaluators followed a participatory and consultative approach ensuring close engagement with government counterparts, Project Management Unit (PMU), Project Steering Committee (PSC), the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. Once the inception report was approved evaluators conducted a field mission to sampled regions and project sites as follows: Ohangwena, Oshikoto, Oshana, and Omusati regions including the following project sites: Conservation Agriculture (CA) fields, micro-drip irrigation vegetable gardens, community earth dams and traditional wells. Because of time and distance limitations Kunene region was left out of the sample. Interviews were held with the following organizations and individuals at a minimum: MET, MAWF, Regional Councils, Namibia University of Science and Technology (NUST), Ministry of Fisheries and Marine Resources (MFMR), Agro-Marketing and Trade Association (AMTA), senior officials and task team/component leaders, key experts and consultants in the subject area, Project Steering Committee members, project stakeholders and community members/beneficiaries. The full list of sampled regions, project sites, project types, individuals and groups visited are provided as annex.

As an ongoing process, evaluators reviewed 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. The Project Team provided the reports, documents and information required to conduct a credible evaluation. A list of documents reviewed is included in Annex B of this report.

A. Evaluation Criteria and Ratings: An assessment of project performance was 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

[3] Evaluators used additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

corresponding means of verification. The evaluation, at a minimum covered the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings have provided on the table in the executive summary above with specific performance criteria. The obligatory rating scales which were completed in the report are included immediately below in Annex D.

Evaluation Ratings: ANNEX D			
1. Monitoring and Evaluation	***rating***	**2. IA& EA Execution**	***rating***
M&E design at entry	(MS)	Quality of UNDP Implementation	(MS)
M&E Plan Implementation	(MU)	Quality of Execution - Executing Agency	(MU)
Overall quality of M&E	(MU)	Overall quality of Implementation / Execution	(MU)
3. Assessment of Outcomes	**rating**	**4. Sustainability**	**rating**
Relevance	(R)	Financial resources:	(ML)
Effectiveness	(MS)	Socio-political:	(L)
Efficiency	(S)	Institutional framework and governance:	(L)
Overall Project Outcome Rating	(MS):	Environmental:	(MU)
		Overall likelihood of sustainability:	(MU)

B. Project Finance/Co-Finance: The Evaluation assessed the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data were reviewed and analysed, including annual expenditures. Variances between planned and actual expenditures have been assessed and explained. Results from recent financial audits, as available, have been taken into consideration. The evaluators received assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which has been included in the terminal evaluation report – summarized in the table below.

Co-financing (type/source)	UNDP own financing (mill. US$)		Government (mill. US$)		Partner Agency (mill. US$)		Total (mill. US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants	500,000	500,000	18,757,263	7,604,781				8,104,781
Loans/Concessions								
• In-kind support	360,000	200,000	500,000	547,727				747,727
• Other				1,315,313		100,000		1,415,313
Totals	860,000	700,000	19,157,263	9,467,821		100,000		10,267,821

C. Mainstreaming: UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The terminal evaluation assessed 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. Consequently, the evaluation report was included in the country office evaluation plan. Details of mainstreaming are provided in this report.

D. Impact: The evaluators also assessed the extent to which the project achieved impacts or progressing towards the achievement of impacts. Key findings to be brought out in the evaluation report include whether the project has demonstrated: a) verifiable improvements in ecological status; b) verifiable reductions in stress on ecological systems; c) demonstrated progress towards these impact achievements; and d) project impact on improvement of livelihoods and food security.

E. Conclusions, Recommendations and Learns Learnt: The evaluation report includes a chapter providing a set of conclusions, recommendations and lessons learnt. Conclusions build on findings are based on evidence. Recommendations are prioritized, specific, relevant and targeted, with suggested implementers of the recommendations. Lessons learned will have wider applicability to other initiatives across the region, the area of intervention, and for the future.

F. Implementation Arrangements: The principal responsibility for managing this evaluation resided with the UNDP CO in Namibia. The UNDP CO contracted the evaluators and ensured the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team was responsible for liaising with the evaluators to set up stakeholder interviews, arrange field visits, coordinate with the Government and other key stakeholders.

The overall evaluation methodology used a combination of quantitative and qualitative research methods. A hybrid methodological approach to data collection was used: document analysis, survey method, in-depth interviews (IDIs); focus group discussions (FGDs). This hybrid approach enriched data management and should result in the crystallisation of a comprehensive assessment of this impact evaluation[vi]. The approach makes the evaluation utilisation focused, gender responsive and explicitly integrates universal human rights-based approaches[vii] to data management. For example, the evaluation utilised genderised participatory methods[viii] for formulating conclusions and recommendations. Also, data was disaggregated by sex and according to other relevant parameters such as sex, age, place of residence, belonging to minorities, disabilities and gender identity given in the Logframe.

To enhance data management, throughout the conduct of the evaluation, there was some degree of data analysis (e.g. during document review, interaction with stakeholders, collection and consolidation of survey data). Evaluation literature suggests that 'iterative' testing and analysis is advisable, particularly human rights and gender analysis, as early analyses will show, for example, where data is missing and what the most interesting questions are[ix]. Allied to this principle of iterative data testing and analysis is gender mainstreaming. The 1997 ECOSOC Resolution on gender mainstreaming notes: "Gender analysis should be applied at all levels, including planning, programming, budgeting, monitoring and evaluation."[x] In practice, during this evaluation it means:

- ☐ Identifying contextual constraints and opportunities in relation to gender equality, e.g. laws, attitudes or cultural practices;
- ☐ Reviewing the capacities of duty bearers to reach out equally to women (and men), and to promote gender equality;
- ☐ Collecting and analysing sex-disaggregated data;
- ☐ Understanding that women and men are not homogenous groups and the different ways men and women experience problems;
- ☐ Understanding the ways in which gender intersects with other social dividing lines such as ethnicity, race, age and disability;
- ☐ Identifying gender roles and gender relations and differentials at work and in life, in terms of the division of labour, and access to and control over resources and benefits;

Whilst undertaking the survey data analysis the evaluators ensured that an adequate understanding and description of the context, relationships and power dynamics inform the analysis of data collected in interviews. When processing survey data, the evaluators ensured human rights (HR) and gender equality (GE) responsive assessments. That means identifying trends, common responses and differences between groups of stakeholders (including duty bearers and rights holders). The evaluation kept shareholders disaggregated in different ways, such as sex, age, place of residence, ~~belonging to minorities, disabilities~~ and gender identity. Furthermore, cause and effect in the context of a specific theory of change, e.g. sex as an explanatory variable for levels of poverty or ethnicity as a variable for levels of participation were analysed[xi].

The evaluation ensured that gender perspectives and attention to the goal of gender equality are central to all activities – policy development, research, advocacy/dialogue, legislation, resource

allocation, and planning, implementation and monitoring of programmes and projects."[xii]. Mainstreaming is used as a 'twin-track strategy'[xiii] that involves (1) integrating women, girls and men's needs and interests into all development policies, programmes and projects and; (2) developing interventions oriented at empowering women. Gender equality and women's empowerment (GEWE) objectives are an integral part of the human rights-based approach (HRBA) since the elimination of discrimination against women and women's rights has a central place in international human rights law[xiv]. That is why HRBA and gender equality mainstreaming strategies are "complementary and mutually reinforcing and can be undertaken without conflict or duplication"[xv]. This evaluation ensured such high levels of iteration of qualitative and quantitative data, integration of HRBA concepts, and mainstreaming of gender throughout the evaluation process.

The evaluation collected data using three complementary streams of stakeholder groupings with various segments. The first stream focuses on Project implementing partners, Government and experts who participated in the Project. The second level are the Project Team and Government Ministries who had oversight of this project. The third stream is targeted at Regional and local levels – covering various segments that include direct beneficiaries who participated in the Project in any significant way.

Data collection methodology

The terminal evaluation report is **results-oriented** and provides evidence of achievement of expected outputs using qualitative and quantitative methods. The data collection methodology for the terminal evaluation included the following:

A. ***Preliminary desk reviews*** of all relevant documents on the Project, the Project document, LogFrame, implementation plan, monitoring reports, donor reports (inception report, progress reports), Project publications, existing national and international reports on gender equality and women's rights situation, etc. Preliminary desk review was done prior to any field visit**,** focus group discussion, or individual interviews. Preliminary discussions with the Project Team and UNDP CO were conducted during this desk review/inception phase. Thereafter, ongoing literature review was conducted and triangulated with primary data as drafting of the report progresses.

B. ***Field visits*** were held during the same period including **focus group discussions** with beneficiaries, especially disadvantaged/difficult to reach women's groups. Key informants were from various project sites and communities who received specific capacity development trainings and events undertaken by the Project since its inception. In-depth interviews with key partners were conducted with implementing partners, Government, and Project Team.

The evaluation exercise elevated the consultative element of the assessment in order to build up consensus and improve the qualitative aspects of the Project's and increase overall rationale and desired outcomes from stakeholders. Data from different project reports and sources were triangulated to increase its validity. Field visits were organized by the evaluators with the administrative support of the UNDP CO to facilitate the process of evaluation.

Design and assessment of evaluation questions was based the UNDP evaluation guidance Handbook on Planning, Monitoring and Evaluating for Development Results and the tool for gauging progress to impact - called the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: ROTI Handbook 2009. The evaluation criteria of the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) were adopted in the evaluation of the Project. Key questions further expatiated in the evaluation matrix were developed around thematic evaluation areas of relevance, effectiveness, efficiency, impact and sustainability.

Regarding stakeholders, evaluators identified and ensured that vulnerable sub-populations were included in the data gathering process with the least constraints and challenges to their participation. These included women, girls, the aged, the disabled and those who were generally least included in

public and community political and economic processes and events. Evaluators were cognizant of potential biases that could arise in the selection of methods and avoided that through the inclusion of the full range of appropriate stakeholder groups and a variety of data collection tools. The various segregated data collection tools are attached as annexes. Various stakeholder groups were specified in the sampling design below. Potential biases for this evaluation could involve gender, power, status and class - or distance (favouring the more accessible). Also, the choice of location, timing and language used by the evaluators could have a bearing on the capacity of some respondents to participate. For example, some groups might not be able to express themselves freely because of social or political pressure or they might not be allowed to speak or be represented in public meetings or community consultations. To facilitate more transparent and participatory processes, enabling more equitable gender-balanced contributions by all stakeholders, and to facilitate capacity building of all stakeholders to contribute freely - evaluators sought to address transparency, privacy and confidentiality issues, including sensitivity to language use. Relevant critical measures during data collection included gathering appropriate stakeholder groups in sessions they could express themselves freely. Evaluators also visited stakeholders in their localities, used most appropriate cultural approaches and local languages to facilitate easy access and increase participation. Between them, the evaluators possess the cultural, language and ethical competencies to address these considerations.

The evaluation team was composed of two evaluators: one international evaluator and team leader and another was the national consultant. The consultants had prior experience in evaluating similar projects. They had deep experience with UNDP sponsored and GEF financed projects. The International Consultant was the designated team leader and is responsible for finalizing the report. The evaluators did not participate in the project preparation and/or implementation and did not have conflict of interest with project-related activities. The national consultant brought vast experience of local knowledge, language and cultural skills to collect data from sub-national levels.

On a day-to-day basis, evaluators reported to the Evaluation Manager. The Evaluation Manager worked through the Evaluation Management Team, which in-turn received overall guidance from the Project Steering Committee.

3.3. Structure of the evaluation report

The structure of the Terminal Evaluation Report follows the Outline as prescribed in the Terms of Reference of the assignment as provided by UNDP Namibia Country Office. The cover page provides the title and a brief identification of the project. This is followed by the executive summary that captures all salient information contained in the report, including evaluation rating, synopsis of conclusions, recommendations and lesson learnt. The sections on introduction and project descriptions that provide the background information to the assignment follow. The next section is on actual findings in terms of the project design/formulation, implementation and the levels of achieved results, including the project's M&E activities. The findings are based on factual evidence obtained by the evaluators through document reviews, interviews and consultations with stakeholders and project beneficiaries. The last section contains the conclusions, recommendations and lessons learnt based on the balanced opinion and factual evidence as deduced from the literature reviewed, interviews conducted, and consultations held with stakeholders and beneficiaries. The annexes conclude the report.

4.0. Project description and development context

4.1. Project start and duration

The project started in March 2015 and closed on December 31, 2019. SCORE full-sized project nationally implemented over a period of 5 years (60 months). The Project was nationally implemented by the Ministry of Environment and Tourism (MET) which functioned as the Implementing Partner to UNDP. Ministry of Agriculture, Water and Forestry and the Ministry of Urban and Rural Development functioned as Responsible Parties to the Implementing Partner. Execution included coordinating action on the ground, engaging partners and service providers, including those directly tasked with implementation, while also closely monitoring the project and reporting according to procedures outlined in the project document.

4.2. Problems that the project sought to address

Namibia's total population is 2.1million (2011[4]), with a national population density of 2.5 persons[5] per km^2, a low-density characteristic for arid ecosystems. Fifty-eight (58%) of Namibians live in rural areas, and approximately two-thirds of those live in the north-central regions. Although Namibia is classified as a middle-income country, about 20% of the population is classified as poor and about 9.6% as severely poor[6]. The regions with the highest incidence of poverty are Kavango (57%), Ohangwena (45%) and Oshikoto (41%)[7],51.64% of Namibian's are female, 48.36% male and 23%[8] of the total population are under the age of 15. The overall age expectancy is 66 years for females, and 63 years for males[9]. Looking at the percentage of stunted children, nutrition and ultimately health and development indicator, the average stunting in the country is 29%. The number of stunted children in the Kavango Region is 40%, in Ohangwena Region 34%, Omusati Region 28%, Oshana Region 28%; and Oshikoto Region 32%, respectively[10]. These rates can be considered as high for Namibia, anticipated climate change impacts are likely to worsen performance on such an indicator. Namibia records one of the highest levels of HIV/AIDS prevalence in the World, especially in the northern regions[11], which adds to local vulnerabilities especially at the family and household level that SCORE sought to address.

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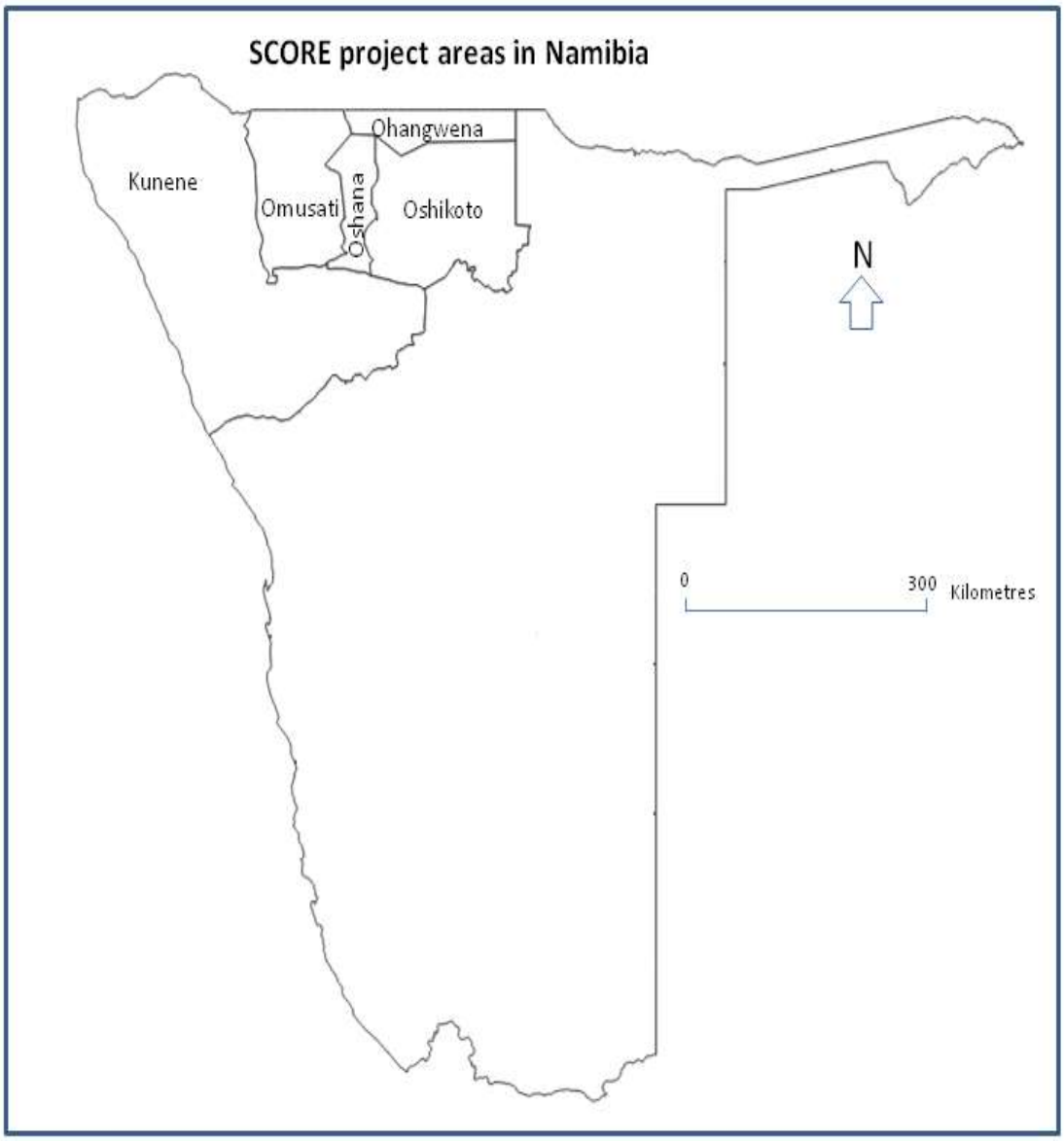
[4] Namibia Household and Expenditure Survey 2009/10
[5] Namibia 2011 Census
[6] Namibia Household Income and Expenditure Survey 2009/10
[7] Namibian Statistic Agency Poverty profile
[8] This is according to the Namibian Statistics Agency Population and Housing Census Indicators for the year 2011
[9] These are the life expectancy values recorded in the NHIES reports of 2009/2010
[10] According to a landscape analysis on maternal and child nutrition in Namibia conducted by the World Health Organisation and the Namibia Alliance for Improved Nutrition (2012)
[11] Derived from the SCORE PIF document

The SCORE Project aimed to strengthen the adaptive capacity of 4,000 households to climate change and reduce their vulnerability to droughts and floods, with 80% of these households being women-led, and children from 75 schools in Northern Namibia. The project's desired outcomes include: *(1) Smallholder adaptive capacity for climate resilient agricultural practices strengthened; (2) Reduce vulnerability to droughts and floods; and (3) Mainstreaming climate change into national agricultural strategy/sectoral policy, including budgetary adjustments for replication and scaling*

UNDP Strategic Plan Environment and Sustainable Development Primary **Outcome 1:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded; **Output 1.4.** Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented. The SCORE Project falls into that scope.

To further demonstrate that SCORE addressed the felt needs of populations of the North, the Project developed specific Project Maps of implementation sites and geographic areas. Although the Project developed project maps for each Project site, evaluators chose to use this composite map of the whole Project to further demonstrate that the SCORE Project was designed and implemented in areas where it addressed the most critical needs of local populations.



4.3. Immediate and development objectives of the project

The SCORE Project was a five-year project with an overall GEF/SCCF allocation of USD3, 050,000.00 and co-finance from UNDP USD 860,000 and GRN USD 19,157,263.00. The objective of the project was *to reduce the vulnerability of rural communities to drought and floods in Northern Namibia, with a special focus on women and children.* The project was implemented in seven northern regions of Namibia namely: Oshana, Omusati, Ohangwena, Oshikoto, Kunene, Kavango West and Kavango East. It must be noted that the two Kavango regions were excluded based on the recommendations of the Mid-term Review, these regions are regularly and increasingly threatened by extreme weather events such as floods which causes damage to infrastructure and agricultural productivity, as well as severe droughts. A combined effect of these natural disasters has detrimental effect on the livelihoods of people.

Based on a previously implemented Namibian CBA programme (partially financed by SPA) and by using SCCF funds, the most promising adaptation pilots were scaled up. The project's desired outcomes included: (1) the smallholders' capacity to adopt climate resilient agricultural practices is strengthened; (2) the vulnerability to droughts and floods is reduced by means of restoring wells and enhancing floodwater pools for food security; and (3) climate change and the national agricultural strategy or sectoral policy, including budgetary adjustments for replication and scaling up, are mainstreamed. SCORE had 3 outcomes.

Under outcome 1, the project expected to build smallholder adaptive capacity for climate resilient agricultural practices through 9 specific interventions: a) Setting up smallholder advisory and mentorship programme that would promote drought resilient land management and crop production practices to scale up best practice for 4,000 smallholder farmers; b) Establishing community self-help groups to promote implementation and replication of climate-smart methods; c) Setting up Farmer Field Schools, training lead farmers and providing them with materials for influencing other farmers in their groups; d) Assisting at least 4,000 smallholder farmers to engage in early planting by helping them with land preparation, access to seeds and weather forecasts in time to catch the early rains; e) advance fresh vegetables' production through soil improvement and micro-drip irrigation, based on an assessment of the challenges and opportunities for the same (practiced by 2,000 households, including 35% orphan-led households); f) increase crop diversification for 75% of households by scaling up sunflower and sorghum production, as well as tree crops (fruits, etc.); g) Test savings and loan schemes among smallholder farmers to finance replication and the scale up of adaptive practices and technologies. This would be achieved by developing and implementing a long-term micro-finance strategy that would build on the model developed by the Creative Enterprises Solutions (CES) to introduce a savings culture in the Self Help Groups (SHG) and link them to micro-loan schemes; h) Establish market linkages for dryland products, by working with the private sector to identify and promote value chains, as well introduce labour-saving technologies and train farmers on grading, cleaning and packaging of products to enable them to engage in the value chains profitably; i) document best practices from the above interventions by setting up a local level monitoring system that facilitates farmers' action research, linked to MAWF/DART agriculture research and other relevant research entities. This would provide evidence-based impacts which would contribute to the discussion on practice-policy linkages (further described under outcome 3).

Under outcome 2, the project aimed to reduce vulnerability to droughts and floods through the restoration of wells and enhancement of floodwater pools for food security through 3 targetted interventions: a) Flood and drought control measures provided to smallholder farmers in flood-prone areas by first mapping flood and drought prone areas and scoping out flood and drought control measures, then undertaking restoration of traditional wells and enhancement of inland ephemeral floodwater pools, followed by training of communities on the management of harvested water and multipurpose use the water for livestock, irrigation, fresh vegetable production or inland aquaculture; b) Increase the use of climate-smart irrigation in the seven regions by setting up some irrigation systems in project zones; introducing relevant Conservation Agriculture practices to complement irrigation, training farmers on the proper use and maintenance of irrigation systems and setting up a

local level resource monitoring programme (linked to monitoring systems of other outcomes and the farmers' action research); c) Support climate-smart fish farming by establishing fish ranching in suitable areas, providing farmers with necessary inputs (e.g. fingerlings for start-ups) and developing a market access strategy for each aquaculture investment. This component was not carried out as planned based on the reasons provided in the PIR for 2019. Literature shows that this component has become a topical issue these days, therefore the evaluation recommends more invesments be made in this compoment in the next national agriculture budget.

Under outcome 3, the project aimed to mainstream climate change into national agricultural strategy/sector policies, including adjustments to budgets for replication and up-scaling through 5 specific interventions: a) ensuring that impact assessment is carried out to inform policy formulation by setting up an overall participatory monitoring system (linking the outcome M&E and action research under all outcomes), preparing and using data collection and anaysis and drawing lessons for policy; b) to support upscaling of best practices on the landscape level facilitate stakeholders (led by Regional Councillors) to design and implement Results-based management (RBM) plan for climate-smart agriculture, informed by (or building on) the Regional Conservation Agriculture Forums (FAO-funded, GoN implemented); c) to further support upscaling, design and implement (via NNFU) advocacy campaign promoting best practices demonstrated by the project. Messages were to have implications (advice) for both practice and policy, and should be informed by an assessment of cultural practices that hinder widespread uptake of climate-smart agricultural practices, identifying behavioural change context that encouraged adoption especially amongst vulnerable groups: d) Regional Councils, line ministries and other partners (Regional platforms - RIPs or their equivalents - led by RCs) supported to include climate-smart agricultural methods, water harvesting, storage and other relevant climate resilience-building practices, approaches, techniques and technologies in their annual plans and budgets; e) compile and disseminate lessons from the project that should inform policies and continuously disseminate them to the relevant decision and policymakers.

4.4. Baseline Indicators established

The project baseline comprised of three agricultural investment programmes led by the Government and other non-governmental partners. Project results were delivered by a series of partnerships between the Government and non-governmental institutions from areas such as agricultural service delivery, financial services and marketing. The SCORE project was resilience oriented at the community, ecological and governance levels. It entailed participatory decision-making and shared monitoring and evaluation which in turn promote policy mainstreaming and enhanced accountability. The following baseline indicated were established. Evaluators provided commentaries as follows:

Result	Indicator (AMAT)	Baseline	Comment on indicator and baseline
Project Objective[12] To strengthen the adaptive capacity to reduce vulnerability of rural communities in responding to droughts and floods in Northern	1.2.14 Vulnerability and risk perception index (Score) - Disaggregated by gender	☐ Attempts were made at the PPG phase to select the beneficiary communities within the project zone regions; however, this was finally done during the inception phase as explained in Outcome 1 ☐ No survey conducted to rate	The vulnerability and risk perception assessment has not yet been conducted. There is therefore still no baseline against which to measure the impact of the project.

[12] Prodoc

Namibia, with a special focus on women and children.		vulnerability, at inception phase	
Outcome 1: Small-holder farmer adaptive capacity for implementation of climate resilient agricultural production practices strengthened.	Indicator 1.2.8 80 % change in projected food production in targeted area given existing and projected climate change Indicator 1.2.1.3 Climate resilient agricultural practices introduced to promote food security (type and level) Indicator 1.3.1. Households and communities have more secure access to livelihood assets (5-point score) – Disaggregated by gender	☐ Understanding of communities on climate change is based on ecosystem observations ☐ Communities stagnant on ineffective and traditional agricultural practices ☐ Communities have limited access to agricultural outputs and labour constrains	**Indicator** 1.2.8 – it did not specify which crops would be measured to demonstrate change in productivity. Baseline: Does not state the levels of productivity of any crops at the start of the project. Indeed, it has little to do with productivity of the land. Indicator 1.2.1.3 – it does not specify which climate resilient practices, how many or the percentage of beneficiaries expected to adopt them. Indicator 1.3.1 – it does not specify what livelihood assets are, or how many households and communities would be expected to have better livelihood assets. The baseline values for both indicators are very general and cannot be used in measuring actual change from the baseline.
Outcome 2: Reduced vulnerability to droughts and floods through restoration of wells and harvesting of floodwater for food security.	Indicator 1.2.11 % of population with access to improved flood and drought management (disaggregated by gender)	- Droughts and floods are experienced more frequently than in previous years - Flood contingency plans in place for 6 regions	Indicator 1.2.11 – does not define what "an improved flood and drought contingency plan" is. Baseline – the two statements are so general that they cannot be used to measure progress towards "an improved flood and drought contingency plan".
Outcome 3: Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up-scaling.	Indicator 1.1.1 Adaptation actions implemented in national/sub-regional development frameworks (no. and type) 1.1.1.2: Sectoral strategies that include specific budgets for adaptation actions Indicator 3.1.1. % of targeted groups adopting adaptation technologies by technology type (disaggregated by gender)	- Climate change not mainstreamed into national agricultural strategies/sector policies	Indicator 1.1.1 – does not specify what adaptation actions or what national and sub-regional development frameworks. Indicator 1.1.1.2 – does not specify which sectoral strategies would be expected to include specific budgets for adaptation, and which adaptation actions. Indicator 3.1.1 – should have mentioned adaptation technologies by name since the ones the project is advocating are known. Baseline value for all three indicators – it is too general to be of value in measuring progress on any of the indicators.

4.5 Main stakeholders

According to the Project Document, and subsequent project implementation reports, key partners to this Project included the following organizations and individuals at a minimum: MET, MAWF, Regional Councils, Namibia University of Science and Technology (NUST), Ministry of Fisheries and Marine Resources (MFMR), Agro-Marketing and Trade Association (AMTA), senior officials and task team/component leaders, key experts and consultants in the subject area, Project Steering Committee members, project stakeholders and community members/beneficiaries. The evaluation assessed the nature and depth of participation by each partner and reasons for any deviations if any, to the original mapped partners.

The stakeholder map for this Project covered participants at both national and sub-national levels. The sampling of key informants was done at both national and sub-national levels, tracking Project participants who participated in the Project activities as either direct beneficiaries or indirect beneficiaries. The stakeholder map included both rights holders and duty bearers. Below is the stakeholder map from which the project sampling was done. Either key informant interviews or focus group discussions or survey method were used to collect data from the sampled key informants.

The table below presents the various stakeholders and their roles.

Stakeholder group	Key responsibilities	Role in project
Ministry of Environment and Tourism (MET)	Responsible for environmental affairs in Namibia; wide-ranging mandates including Rio Convention coordination and implementation; national designated ministry to deal with climate change	Implementing Agency; Provide an oversight of the project and accountable for delivery of project outcomes; provide leadership on developing CCA responses and building adaptive capacities in Namibia; Key Implementation partner for this project. Also, may serve as RP for policy component (Outcome 3)
Ministry of Agriculture, Water and Forestry (MAWF)	Has jurisdiction over all on matters related to water resources, natural resource use and agriculture, including climate related information	Responsible party esp. for climate-smart agriculture methods such as Conservation agriculture, CCAP, and DLCPP. Have various functions under all outcomes
Regional Councils (Ministry of Urban and Rural Development, MURD)	Responsible for rural development at regional level, development planning and implementation. Important actor for coordination at both project sites (beneficiaries)	Responsible party; Critical to mainstreaming adaptation concerns into regional development and financial frameworks. Regional project implementation/coordination units to be housed at RCs. Implementers of the cash for work baseline programme
Office of the Prime Minister (OPM)	Deals with disaster risk management in the country, have regional emergency management units in all 14 regions	RP Source of information on vulnerable groups based on their DRM studies; Critical for Output 2 and 3
Ministry of Finance (MOF)	This Ministry is responsible for administering the fiscal and financial policies that ensure macro-economic stability, sustainable and equitable socio-economic development	RP Ministry is also critical for component 3 on the resource allocation to CA adoption. Can link to current Climate Finance Readiness project of MET, delivered in collaboration with MoF and NPC

National Planning Commission (NPC)	Planning national priorities at national, regional and local levels in the form of short, medium and long term	RP for mainstreaming climate-smart agriculture in NDPs and National Development Budget, which again can link to current Climate Finance Readiness project of MET, delivered in collaboration with MoF and NPC
Traditional Authorities (TAs)	Various mandates related to the project (water, agriculture, forests, livestock, livelihood building)	IP and Part of authorisation for the project via the Project Steering Committee Community mobilisation to ensure the smooth operation of the project
Namibia National Farmers Union (NNFU)	Lobbying and advocacy, provide support as representative voice for smallholder farmers	RP for developing advocacy messages for policy fora, training of farmers on production technologies
Private sector – financial	Such as Kongeland, Fides Bank, Agribank are vital as financial services provider, marketing of drylands products	RP as service providers for component 1; Output 1.8 of the project
NGOs	Local (e.g. CES, OIKE, Rossing Foundation) are vital for capacity building, social development and empowerment	RP to become service providers under the project; They can also provide technical and advisory to the Min; Beneficiaries of "training of trainers" programme for farm schools; CES critical implementation partner for programme
Creative Entrepreneurs Solution (CES)	Local NGO based in Ondangwa; work closely with small holder farmers in increasing farming systems productivity and resilience incl. to climate change	RP for various project outputs; Output 1.1 -1.6 under Outcome1 as well as rendering technical assistance to Outcome 2. May become primary implementation partner to Regional Coordination/Implementation Units
UNAM	Research and tertiary institution	RP to spearhead the action research and impact assessment, which would lead to practice generating knowledge to inform policy
NUST	Research and tertiary institution	RP to spearhead the action research and impact assessment, which would lead to practice generating knowledge to inform policy
Project beneficiaries (smallholder farmers)	Innovators, implementers	Potential access to capacity development (farm schools) and provision of CA services through lead farmers
Parastatals/Donors (Environmental Investment Fund & Small Grants Programme)	Namibia has two main grant providers, one governmental and another from the GEF through UNDP	RP for advice and marketing (e.g. AMTA) under Outcome 1; AMTA for instance is already operational in the Oshana and Kavango west regions through the fresh vegetable hubs. To be verified during inception

4.6 Expected Results

This project aimed to increase food security through the adoption of climate-smart agricultural methods such as the ones described below. Literature and global smart agriculture practices have proven that conservation agriculture (CA) is an effective method to meet future food demands and contributes to the sustainability of agriculture and rural development. CA is based on three principles: (1) minimal soil disturbance, (2) permanent soil covers and (3) crop rotations. CA appears to have a twofold advantage in that it provides knowledge and tools to enable farmers to achieve profits from high and sustained crop production and at the same time it protects the environment[13].

At Project design, the Project had 3 outcomes and several outputs as indicated in the evaluation matrix below. This evaluation assessed to what extent the Project implementation followed its programme logic based on the design and implementation of its activities, outputs and indicators of success. The evaluation sought to assess the relevance, effectiveness, efficiency, sustainability and impact of the Project based on the planned versus actual results achieved.

The planned outcomes were:

Outcome1.	Smallholder adaptive capacity for climate resilient agricultural production practices strengthened.
Outcome 2.	Reduce vulnerability to drought and floods
Outcome 3	Mainstream Climate Change into policies and budgets

[13] Project Document p9

5.0. Findings

(In addition to a descriptive assessment, all criteria marked with (*) are rated)

a) Beneficiary numbers by sex

Overall, the Project was designed to reach beneficiaries by segregated sex, - broadly to facilitate a wider level of participation of women and their aspirations to support their households. This evaluation assessed how far that was achieved. Various progress reports reviewed showed a disaggregation by sex of participants in their activities and this report will tabulate such disaggregation wherever possible.

Specifically, an impact assessment and a gender assessment were conducted, and they reflect the project performance and impacts of the livelihoods of the beneficiaries. From data obtained from the project sites, the project directly impacted a total more than households than originally targeted. Due to several factors, the project was not able to directly benefit 80% women-led households. However, an impressive number of households, including women led benefitted from the SCORE Project.

- ✓ Application of climate-smart agricultural practices introduced to households (Practiced Conservation Agriculture) through ripping services provided to smallholder farmers to plant their land in time to catch the first rains for the planting season. Total of 2,178 beneficiaries (1,325 females, 853 males).

- ✓ Application of climate-smart agricultural practices introduced to households 220 Micro-drip Irrigation Systems installed. Such gardens are directly benefiting an estimated total of 14,330 individuals (7,039 females and 7,291 males including children) in producing fresh vegetables to diversify their livelihoods:
    - a. 37 organised groups and/or community gardens of mostly women-led groups;
    - b. 63 schools;
    - c. 120 individual farmers.

- ✓ To promote adoption of climate change adaptation practices at institutional levels, and to ensure that vulnerable children in these institutions are targeted, 63 schools were supported as a target institution. Establishing school gardens that were managed in accordance with conservation agricultural practices will contribute to foster a culture of agricultural learning; to assist with improving nutritional value of food provided to the vulnerable children in schools as encouraged by the Ministry of Education. Such gardens are directly benefiting an estimated total of 63 schools (6,366 females and 6,820 male learners) Training materials developed and used to train beneficiaries.

- ✓ A total of 62 teachers in Ohangwena and Oshikoto Regions (28 females, 34 males) received training on climate-smart vegetable production to establish school gardens and impart knowledge to learners. Subsequently, 114 lead farmers (77 females, 37 males) fields were used as demonstration sites for practical training sessions in Ohangwena and Oshikoto Regions.

- ✓ Established Self-help groups in 7 regions (Community gardens) to share climate-smart information and training.

- ✓ Manuals for smallholder advisory and mentorship programme were developed and are available in English, Otjiherero, Oshiwambo and Rukwangali languages. The manuals are aimed to provide guidance in decision making in conjunction with other climate risk information such as de-stocking at the onset of droughts. In total, 1,000 copies of the manuals were distributed in the project area in August 2018. About 229 farmers were trained on fresh vegetable production during the project life span, 161 were female and 83 male beneficiaries.

- ✓ Improved subsidized for conservation agriculture (e.g. maize, sorghum, cowpeas, groundnuts and beans) were provided to 1,051 beneficiaries (627 females, 424 males). The seeds were provided via the mainstream activities of the ADCs, through MAWF-DAPEES. This was only done in one cropping season of the entire project life span and has contributed to food security though increasing the yields.

- ✓ Awareness raising to smallholder farmers (341 females, 244 males) through farmer field days, visits to ADC demonstration sites, technical training on conservation agriculture were carried out. The project had more farmers requesting for CA services, and to be provided with ripping services. The average number of hectares increased from 0.5 ha -1.0 ha to 1.5 ha -2.0 ha per household in comparison to past cropping seasons. The project recorded more CA lead farmers (5) in each constituency compared to 2 lead farmers when the project started. These lead farmers will ensure continuity by assisting other farmers in terms of CA when the project comes to an end.

- ✓ Impact and gender assessments were carried out. The survey revealed, among others, that a) daily maintenance tasks represent a limit for the equal distribution of housework by gender b) water collection is one of the most time-consuming domestic chores for women c) limited access by both men and women to agriculture inputs in all regions surveyed d) there are marked differences in how men and women allocate their time between market and non-market work e) that equitable gender relation has not been achieved since women do not enjoy equal rights with men in accessing and having control over resources due to socio-cultural norms f) men still have the power to make decisions in the home and community with 58% of decisions were made by men compared to 42% of women ."Women often manage the production of subsistence crops, increasing food availability for the household. Related to this, rural women tend to spend more of the income they make from food crops (compared to men) on food, health, clothing and education for their children, hence improving the entire household's food security." g) more women (65%) of the respondents in the survey indicated that they have received climate-smart agriculture training compared to men (35%) h) generally, the survey showed that women lack skills and capacity in livestock farming, business and financial management.

- ✓ Flood and drought control measures provided by restoring five existing earth dams targeting 10,548 females and 6,010 males. Four of the earth dams are approximately 40m (length) x 40m (width) x 3m (depth) = 4,800 m^3 (480 loads), while another is 21,000m^3 (2,100 loads).

- ✓ Flood and drought control measures provided by restoring/constructing six hand-dug wells each serving an average of two villages benefiting 627 females and 443 males.

- ✓ To promote water conservation management practices and measures at individual and institutional levels, the project promoted the adoption (through installations) of alternative water saving systems appropriate for dry land areas.

- ✓ Climate-smart fish farming was practiced through the improvement of ponds and supply of fingerlings to project beneficiaries (5 females and 5 males, and 6 orphans).

- ✓ Evaluators conducted a thorough analysis of benefits of the SCORE Project beneficiaries through granular assessment of the achievement along AMAT Indicators.

Detailed Analysis of Achievement along AMAT Indicators: AMAT indicators and measurement

Indicator	Target at Design	Progress at MTR	Status at Terminal Evaluation
Indicator 1: Number of direct beneficiaries	Number of people (4,000) reached by drip irrigation, conservation agriculture and rehabilitated wells and burrow pits	4, 759 – target exceeded	15,063 people, target exceeded by 376%. At least 4,000 households of which 80% of women and children beneficiaries targeted under this objective to reduce vulnerability to floods and drought. Data obtained from the project sites, the project has directly impacted a total of 15,063 households (7,822 females, 7,241 males).
Indicator 2: Type and extent of assets strengthened and/or better managed to withstand the effects of climate change	- Number of people (4,000) benefiting from flood control measures; - Number of people benefitting from hand dug wells (4,000). - Number of systems being used (5) - ha of land (3,600)	i)16,558 beneficiaries ii)1,070 beneficiaries iii) 220: Application of climate-smart agricultural practices introduced to households and 220 Micro-drip Irrigation Systems installed. The	Flood and drought control measures were provided by restoring five existing earth dams targeting 12,057 females and 7,548 males. Five earth dams are approximately 40m (length) x 40m (width) x 3m (depth) = 4,800 m^3 (480 loads), while another is 21,000m^3 (2,100 loads). Earth dams are being used by 13,212 females and 8,292 males. These earth dams were restored for rainwater harvesting to retain flood runoff during the rainy season. This is aimed to reduce the length of the dry season in the project areas. Flood and drought control measures were provided by restoring/constructing twelve hand-dug wells each serving an average of two villages benefiting 2,136 females and 1,981 males. In this case, dug wells provide a low-tech solution to the challenges of rural water supply and can be implemented with a high level of community participation and locally available material and tools (sustainability aspect).

		gardens are directly benefiting an estimated total of 14,330 individuals (7,039 females and 7,291 males including children) in producing fresh vegetables to diversify their livelihoods: (37 organised groups and/or community gardens of mostly women-led groups and 63 schools, 120 individual farmers) iv) 544 ha. Application of climate-smart agricultural practices introduced to households (Practiced Conservation Agriculture through ripping services provided to small-holder farmers to plant their land in time to catch the first rains for the 2016/17 planting season. Total of 544 hectares (229 males and 315 females).	
Indicator 3: Population benefiting from the adoption of diversified, climate-resilient livelihood options	i) Number of people benefiting from seed distribution (4,000); ii) No of people benefitting from conservation agriculture (3,600);	i) 1,051 people recived seeds; ii) 544 farmers assisted with ripping services	'i) At the closure of the project, 1,051beneficiaries received subsidized seeds (e.g. maize, sorghum, cow-peas, groundnuts and beans) for the 2016/17 planting season provided to 627 females and 424 males to promote inter-cropping a key principle of conservation agriculture and to diversify livelihoods from traditional crops. The target was not reached. Application of climate smart agricultural practices introduced to households (Practiced Conservation Agriculture through diversification of crops - Improved seed distribution). Provision of subsidized seeds (e.g. maize, sorghum, cow-peas, groundnuts and beans) for the 2016/17 planting season (627 females; 424 males) via

	iii) No. of people benefitting from drip irrigation (2,000) iv) No. benefitting from aquaculture (300)	iii) 14,330: (7,039 females and 7,291 males including children) Climate-smart fish farming practiced through the improvement of ponds and supply of fingerlings to 16 beneficiaries (5 females and 5 males, and 6 orphans). 16 beneficiaries	the Agricultural Development Centres (ADCs) within the project regions to promote inter-cropping a key principle of conservation agriculture and to diversify livelihoods from traditional crops. From 2,000 to 14,330, target exceeded by 716%. The project assisted in the installation of micro-drip irrigation systems to supply water directly into the gardens set up for improving food security in all its project implementation regions. Such gardens are directly benefiting an estimated total of 14,330 individuals (7,039 females; 7,291 males including children) in producing fresh vegetables to diversify their livelihoods. 'v) Climate-smart fish farming was initiated by the project through the improvement of ponds and supply of fingerlings to project beneficiaries (5 females; 5 males; 6 orphans). The fish were harvested between November and December 2017, and since then, fish farming activities were discontinued based on the recommendations from the mid-term evaluation of the project. The number remained same to midterm because aquaculture support was excluded from the activities.
Indicator 4: Extent of adoption of climate-resilient technologies/ practices	Number of people benefitting from drip irrigation (4,000)	The project installed micro-drip irrigation systems to supply water directly into the gardens set up for improving food security in all its project implementation regions. Such gardens are directly benefiting an estimated total of 120 individuals (69 females and 51 males) at household levels in producing fresh vegetables to diversify their livelihoods.	In order to promote water conservation management practices and measures at individual and institutional levels, the project is promoting the adoption (through installations) of alternative water saving systems appropriate for dry land areas. The project installed micro-drip irrigation systems to supply water directly into the gardens set up for improving food security in all its project implementation regions. Such gardens are directly benefiting an estimated total of 120 individuals (69 females; 51 males) at household levels in producing fresh vegetable to diversify their livelihoods.

		63 schools were supported as target institutions. Establishing school gardens that are managed in accordance with conservation agricultural practices contributed to foster a culture of agricultural learning; assisted with improving nutritional value of food provided to the vulnerable children in schools as encouraged by the Ministry of Education; Such gardens are directly benefiting an estimated total of 63 schools (6,366 females and 6,820 males learners); Flood and drought control measures provided by restoring/constructing six hand-dug wells each serving an average of two villages benefiting 627 females and 443 males; Application of climate-smart agricultural practices introduced to households (Practiced Conservation Agriculture through ripping services provided to small-holder farmers to plant their land in time to catch the first rains for the 2016/17 planting season. Total of 544 hectares (229 males and 315 females)	In terms of the promotion of climate change adaptation practices at institutional levels, and to ensure that vulnerable children in these institutions are targeted, 63 schools were supported as a target institutions. Establishing school gardens that are managed in accordance with conservation agricultural practices will contribute to foster a culture of agricultural learning; to assist with improving nutritional value of food provided to the vulnerable children in schools as encouraged by the Ministry of Education. Such gardens are directly benefiting an estimated total of 54 schools (7,025 female; 6,848 male learners).

Indicator 5: Public awareness activities carried out and population reached	Number of institutions and journalists provided messages	Media Training: Climate Change Media Training for Namibian Journalists; Namibia National Farmers' Union - Northern Communal Areas Agricultural Stakeholders Conference: Climate Change Adaptation Strategies for the Northern Communal Areas	The Climate Change Media Training for Namibian Journalists was supported by the project. Namibia National Farmer's Union - Northern Communal Areas Agricultural Stakeholders Conference dealing with Climate Change Adaptation Strategies was supported for Northern Communal Areas. .
Indicator 6: Risk and vulnerability assessments, and other relevant scientific and technical assessments carried out and updated	Number of relevant knowledge products (4,000)	0 – in progress	Impact and gender assessments were carried out.
Indicator 7: Number of people/ geographical area with access to improved climate information services	Number of people with climate information (80)	Used existing Self-help groups in 7 regions (Community gardens) to share climate-smart information and training	The stablished Self-help groups in 7 regions (Community gardens) to share climate smart information and training.
Indicator 8: Number of people/ geographical area with access to improved, climate-related early-warning information	Number of people/ geographic regions reached by improved climate information (4,000)	In-progress via radio outreach and regional councillors	This was carried out via radio outreach and regional councilors.
Indicator 9: Number of people trained to identify, prioritize, implement, monitor and evaluate adaptation strategies and measures	Number of people trained (300)	320 people trained. Farmers trained on how to maintain drip irrigation equipment; Monitoring and Evaluation Orientation Course for MAWF regional staff members working on the project	Train farmers on how to maintain drip irrigation equipment so that they last longer. Monitoring and Evaluation Orientation Course for MAWF regional staff members working on the implementation of the project.
Indicator 10: Capacities of regional, national and sub-national institutions to identify, prioritize,	Not clear – but says number of institutions, no target.	Support the implementation of the existing the MAWF programmes	

implement, monitor and evaluate adaptation strategies and measures		National Conservation Agriculture Forum and at regional levels	Support the implementation of the existing the MAWF programmes National Conservation Agriculture Forum and at regional levels.
Indicator 11: Institutional arrangements to lead, coordinate and support the integration of climate change adaptation into relevant policies, plans and associated processes	Not clear – but seems to indicate a baseline number of 13?	Contribution reported – via participation in the National Committee on Climate Change, regular contribution to discussions at the Ministry of Environment and Tourism Annual Planning meetings, contribution towards the Ministry of Agriculture, Water and Forestry Annual Planning Meetings, including national and regional meetings; and, holding regular local community meetings to plan particularly on the implementation of the project activities such as SCORE Project stand-alone agenda for Constituency Development Committee (CDC) meetings.	Regular participation and contribution towards the National Committee on Climate Change. Contribution towards the Ministry of Environment and Tourism Annual Planning Meetings. Contribution towards the Ministry of Agriculture, Water and Forestry Annual Planning Meetings including national and regional meetings.
Indicator 12: Regional, national and sector-wide policies, plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measure s	Number of policies, plans, processes (1)	Contribution towards development of the National Strategy for mainstreaming disaster risk reduction and climate change adaptation into development (2016-2020)	Contribution towards development of the National Strategy for mainstreaming disaster risk reduction and climate change adaptation into development (2016-2020). (if the scoring methodology is different from the recommended [see Sheet 2], please describe)
Indicator 13: Sub-national plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures	Number of policies, plans, processes (1)	Support the implementation of the existing the MAWF programmes, particularly the Comprehensive Agriculture Programme for Namibia (2015 - 2019)	Supporting the implementation of Namibia's National Climate Change Strategy & Action Plan (2013 – 2020).

			Support the implementation of the existing the MAWF programmes, particularly the Comprehensive Agriculture Programme for Namibia (2015 - 2019).
Indicator 14: Countries (regions?) with systems and frameworks for the continuous monitoring, reporting and review of adaptation	Number of regions with M&E tools	The project has tools for measuring progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative); Project outputs delivered per project outcome (annual); Lessons learned/good practice; AWP and other expenditure reports; Risk and adaptive management; and ATLAS QPR.)	

6.0. Project Design / Formulation

6.1. Analysis of LFA/Results Framework (Project logic /strategy; Indicators)

Project Results Framework

Project Results Framework	Terminal Evaluation Assessment
This project will contribute to achieving the following Country Programme Outcome as defined in CPAP: **Outcome 12**: By 2018, institutional frameworks and policies needed to implement the Environmental Management Act (2007); National Climate Change Policy (2011); Tourism Bill and Strategy; and Protected Areas and Wildlife Management Bill; and International Conventions, are in place and are being implemented effectively. **Outcome indicator**: Number of environmental institutions fully equipped with standards, guidelines and specialized skills.	Institutional frameworks and policies needed to implement the Environmental Management Act (2007); National Climate Change Policy (2011); Tourism Bill and Strategy; and Protected Areas and Wildlife Management Bill; and International Conventions, were in place
Country Programme Outcome indicator: **Outcome 2**: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. **Output 2.5** Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conservations and national legislation.	Legal and regulatory frameworks, policies and institutions were enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conservations and national legislation.
Primary Applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): Promote climate change adaptation	Promotion of climate change adaptation now taking place in project regions
Applicable GEF Strategic Objective and Program: Objective CCA-1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level Objective CCA-3: Promote transfer and adoption of adaptation technology	Both objectives were moderately met
Applicable GEF Expected Outcomes: Outcome 1.1: Mainstreamed adaptation in broader development frameworks in targeted vulnerable areas Outcome 1.2: Reduced vulnerability in development sectors Outcome 1.3.: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas Outcome 2.1: Increased knowledge and understanding of climate variability and change-induced risks in targeted vulnerable areas Outcome 2.2: Strengthened adaptive capacity to reduce risks to climate-induced economic losses	All outcomes were moderately met

Applicable GEF Outcome Indicators: Indicator 1.1.1: Adaptation action implemented in national/sub-regional development framework Indicator 1.1.1.2: Sectoral strategies that include specific budgets for adaptation actions Indicator 1.2.8 80 % change in projected food production in targeted area given existing and projected climate change Indicator 1.2.11: % of populations with access to improved flood and drought management	Most indicators were imprecisely formulated and thus difficult to measure. For more assessment please read section 7.3 and table with summary results on p60.

	Indicator (AMAT)	**Baseline**	**Targets** **End of Project**	**Source of verification**	**Risks and Assumptions**	
Project Objective18 To strengthen the adaptive capacity to reduce vulnerability of rural communities in responding to droughts and floods in Northern Namibia, with a special focus on women and children.	Vulnerability and risk perception index (Score) - Disaggregated by gender	Initial survey conducted during PPG. Score = 1. Extreme Vulnerability (men and women in all sites/six regions)	Target Scores = 3. Medium Vulnerability (both men and women in all sites / five project intervention regions) At least 4000 hh, of which 80% are women and children beneficiaries targeted under this objective to reduce vulnerability to floods and drought (Project implementation took place in seven regions, reduced to five after mid-term review)	-Vulnerability Assessment carried out by UNAM and OPM - Baseline data of targeted communities established; household surveys done yearly	**Assumption**: - The implementing partner and communities are willing and efficiently implement the project - Risks of floods and droughts sufficiently mitigated in project zones	

Outcome 1: Strengthened capacity of Smallholder farms to implement climate resilient agricultural practices.	Climate resilient agricultural practices introduced to promote food security and diversified livelihoods. % of households that have more secure access to livelihood assets (5 point score) – Disaggregated by gender	Farmers (women and men) currently constrained by limited access to CCA knowledge and resilient agricultural practices 10 % of households hold assets that can be used to buffer pressure during periods of climate shocks.	By the end of the project 4000 hh of small-holders farmers, 80% (3200 hh) of which are women and children have been trained and are applying climate resilient agricultural production practices. 4000 households have more secured assets and livelihoods diversified away from traditional crop production, promoting food security	- Gender disaggregated community survey; community level vulnerability reduction assessment - Household survey conducted annually CCA Capacity assessment, evidence of training and demonstration of knowledge transfers	**Assumption:** **-** 4000 beneficiaries are willing to participate in the project **-** Farmers participation in the advisory and mentorship programme and SHG are formed and fully functioning for implementation of activities **-** Govt is functioning and project implementation efficient and well-coordinated **Risks** **-** Support services such as land preparation,	

					seed availability, etc, on a timely basis - Low and variable organisational capacities for the implementation of the activities	
Outcome 2: Small scale agricultural infrastructure introducing to reduce vulnerability to floods and droughts e.g. through restoration of wells and harvesting of floodwater for food security.	Percentage of area covered by flood and drought infrastructure. Population with access to improved flood and drought management (disaggregated by gender)	Currently less than 10% of the targeted land area is covered by effective flood management infrastructure.	80% of targeted land area is covered by efficient flood management infrastructure	- Impact assessment survey report produced	**Assumptions:** - Adequate equipment and support services are available - The implementing partner is capable of delivering the project activities **Risk** - Maladaptive practices e.g. traditional wells are not properly restored and	

					maintained and farmers harvesting fingerlings before maturity	
Outcome 3: Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up- scaling.	Number of comprehensive adaptation actions - policies, programmes and budgets – included in development frameworks to support climate resilient agricultural practices	Within the agriculture sector climate change adaptation is, to varying degrees, hinted at but not explicitly or comprehensively addressed, and nor are effective budgets allocated	sector strategies/ for agriculture are integrating and budgeting adaptation measures such as: -Conservation agriculture -Contingency plans for DRM at regional levels?	- Impact assessment survey report produced - Result based management planned for climate smart agriculture developed and monitored	**Assumptions:** - The Govt is willing and internal political complexities allow for the inclusion of CCA in planning and budgeting of development frameworks. Risks - Lack of political will to mainstream climate change into budgets	

6.2. Assumptions and Risks

Project key indicators, risks and assumptions are indicated in the Project Results Framework and in the Risk Log. The Project Results Framework integrated the Adaptation, Monitoring and Assessment Tool (AMAT), which was used to measure progress towards achieving the outputs and outcomes under the LDCF/SCCF results framework for GEF-5. Indicators were developed to be Specific, Measurable, Achievable, Realistic and Time bound ('SMART'). Risks and recommended countermeasures were identified during bilateral consultations at the project preparation stage.

The current TE guidance does not go into detail about Theory of Change. However, the Theory of Change (ToC) as stated in the Project Document reads: *For climate change adaptation to be built at scale and for vulnerable smallholder farmers to successfully adapt to climate change, there are three goals which need to be pursued with priority[14]:*

a. *Enhance smallholders' adaptive capacity in support of climate resilient agricultural practices;*
b. *Reduce the vulnerability of smallholders to droughts and floods; and*
c. *Mainstream climate change into policies and budgets.*

In response to the ToC, the Project's objective was to strengthen the capacity of rural communities in northern Namibia to respond to droughts and floods while focusing on women and children. Other than the intent stated above the TE concluded that there was not a clearly defined and robust ToC for SCORE. For example, the Theory of Change did not include: a clear definition of the problem to be addressed and its root causes, desired outcomes, an analysis of barriers to and enablers for achieving outcomes, consideration of how to address barriers, a plan for a phased withdrawal of the project, and responses for the project to focus on. Key informants at project were not clear about the Project pathways to outcomes and some government officials believed that Project exit strategy was not well understood in projects sites.

[14] Project Document, p14.

RISK	RATING(H/M/L)	RISK MITIGATION MEASURE	TE ASSESSEMENT
Environmental	Medium	The project will prepare households for dry years by implementing early land preparation and planting, and the planting of early maturing crops in drier than normal years. The project will need to make use of existing weather and seasonal forecasting information from the MET Service.	Environmental Impact: The project mitigated the risk of droughts and floods by: a) harvesting flood waters using the natural depressions of the Cuvelai Basin (Oshanas), for productive use by households; b) The project prepared households for dry years by implementing early land preparation and planting, and the planting of early maturing crops in drier than normal years; c) The project needed to make use of existing weather and seasonal forecasting information from the MET Service, but did not do much on that score Under a) although the project alleviated agriculture droughts for the beneficiaries of the drip irrigation, this was very small scale and it was not what the assumption referred to. The Project alleviated the impact of droughts on beneficiary households (through the drip irrigation gardens). However, there was no impact on alleviating impacts of droughts or floods at the landscape level – because the budget could not cater for adequate earth dam construction. For b) – the Project needed to find a system that delivered services to farmers more rapidly within the MAWF extension service, so conservation agriculture could be supported in line with the principles of timely implementation and precise operations and critical parts of CA).
Organisational	Low	Low and variable organisational capacities for implementation were addressed by delegating roles to the NGO and private sector, thus leveraging capacity and resources into the project. An adequate budget was provisioned for capacity development and project management.	Organisational Impact: Low and variable organisational capacities for implementation addressed by delegating roles to the NGO and private sector, thus leveraging capacity and resources into the project. At the close of the Project the terminal evaluation found out that there was absence of civil society and academia from active implementation. This shifted the character of the project from a holistic adaptation, resilience building one to that demonstrating climate-smart agriculture as a tool of adaptation.

Social and cultural	Low	Only willing smallholder farmers will be included as project beneficiaries, the selection of the beneficiaries were done with the inputs from the Regional Councils in the six-project zone to avoid an unbiased or conflicts regarding the chosen beneficiaries.	Social and cultural: Selection of beneficiaries was indeed done in consultation with the Regional Councillors as stipulated in the project document. The project operated in two constituencies per region, targeting 2 lead farmers per constituency for conservation agriculture; and several individual and group farmers for micro drip irrigation.
Social and cultural: Low participation o f women, youth and orphans.	Medium	Women, youth and orphan's participation were targeted as direct beneficiaries. A gender assessment was carried out in the PPG phase to mitigate the risk. Experience shows that women are willing to participate in many developmental projects.	The concept of lead farmers demonstrating good practices across a large geographic spread is a good strategy for encouraging upscaling by other farmers. However, for this to be realized, other supporting mechanisms had to be in place. For example, the cost of the drip irrigation equipment and tractors and tractor drawn rippers would be difficult for ordinary farmers to replicate, especially without the regional plans that Regional Councillors were expected to make to demonstrate how they would support upscaling.
Political	Low	Roles and responsibilities will be clearly defined through a consultative process. All key stakeholders such as MAWF were involved in the project.	Political will remain high as rural development is high in the National Development Plan and in Harambee Prosperity Plan. However, the current economic sluggishness was not considered as risk at the formulation of the project

6.3. Lessons from other relevant projects (same focal area) incorporated into project design

The evaluation assessed that The SCORE Project fully reflected the priority measures as identified by Namibia's National Climate Change Action Plan. This included, on the one hand, the promotion of new technologies to address climate change problems with a focus on supporting women and children. And on the other hand, the development of climate-resilient farming practices. These, in turn, contributed to the achievement of critical national development goals. The SCORE project was developed based on lessons and practices tested on previous GEF investments, a SPA project (2007 to 2010) and SGP/CBA project (2009-2011) in the target regions to enhance climate change resilience amongst smallholder farmers in northern Namibia. Thus, the focus was to expand experiences and lessons learnt about building climate change resilience amongst smallholder farmers in northern Namibia and further improved with new adaptation learning. The Agriculture sector in Namibia has also learned that increased actions and investments into climate-smart agricultural development are needed to assist Namibia's small holder farmers to build more sustainable agricultural futures. These efforts were scaled up and further improved with new adaptation learning in SCORE. Well established NGOs from the northern regions worked closely with local and regional government institutions and their relevant extension services to support farmers in advancing adaptation learning, knowledge and overall capacities to deal with climate change were tapped and put to good use.

The evaluation concluded that the SCORE Project demonstrated that there are several barriers to building adaptive capacity amongst smallholder farmers and upscaling such efforts. Both farmers and SCORE implementing institutions and staff concurred that there is insufficient information and know-how to make use of new agricultural techniques at both the support services and local community levels. However, the Project demonstrated that there are climate-smart innovations available. For example, improved practices and new implements. Majority of SCORE farers confirmed that before being introduced to SCORE, they were fully aware of the scale and magnitude of future climatic changes that will affect agriculture in Namibia. Access to information regarding new practices was limited. Local farmers were often considered to be conservative and their beliefs made the adoption of innovations difficult. For example, a campaign to promote the use of tractors and specific rippers, which are routinely used in Conservation Agriculture, started in 2005. By the end of 2011, only about 800 farmers were using this technique[15]. At terminal evaluation, 80% of farmers confessed that they either had not heard of the use of rippers or that they were sceptical of their efficacy. Evaluators concluded that reasons behind the unsatisfactory outcome of conservation agriculture were manifold. They included the resistance to move away from traditional farming and the lack of adequate rippers and implements. It remains that there are clear barriers to the adoption of new practices. New pathways of information sharing, knowledge transfer and changes of behaviour cannot be routinely incorporated into extension service delivery and community support by the government.

Initial CPP/CCA pilot projects, such as water harvesting and drip irrigation, have been implemented under the auspices of the Ministry of Agriculture, Water and Forestry. Moreover, reports such as the assessments produced through the UNDP supported Investment and Financial Flows (I&FF) and other agricultural sector assessments remain nevertheless pertinent to this project. Learning stemming from these pilots is yet to be rigorously incorporated into agriculture and water-related policies and strategies. Barriers are complex and include lack of awareness and resistance to behavioural and system changes.

[15] Von Hase F (2013). Facilitating Conservation Agriculture in Namibia through Understanding Farmers' Planned Behaviour and
Decision Making

6.4. Planned stakeholder participation

The terminal evaluation found out that the Project developed a rigorous stakeholder plan at design. However, at implementation, mid-term evaluation and the terminal evaluation phases the Project lost the critical participation of the private sector and civil society. The Government stakeholders who were identified during project preparation continued to be involved throughout project implementation. That stakeholder involvement plan provided a framework to guide interaction between implementing partners and the key stakeholders, particularly end-users to validate progress. All stakeholders involved in the baseline self-capacity assessment were consulted again to track the effectiveness of stakeholder capacity building, both operationally and technically. The terminal evaluation was able to interview initial farmers who had experienced the full project cycle. Evaluators assessed that the design, implementation and evaluation of the project incorporated activities and mechanisms to ensure on-going and effective stakeholder participation throughout project cycle. For example:

- ☐ Project inception workshop was launched to enable stakeholder awareness at the start of implementation. The Project was launched by a multi-stakeholder workshop. This workshop provided an opportunity to provide all stakeholders with the most recent information on the project and work plan. It also established a basis for further consultation as implementation commences.
- ☐ Project Steering Committee met annually to ensure representation of stakeholders' interests in the project. The Project Steering Committee (PSC) was constituted to ensure broad representation of all key interests throughout the project's implementation. The representation, and broad terms of reference, of the PSC are further described in the Management Arrangements section of this report.
- ☐ The Project developed, implemented and maintained a communications strategy to ensure that all stakeholders were informed on an on-going basis about the project's objectives, activities, registered progress and the opportunities to get involved in various aspects of the project's implementation.
- ☐ Capacity building: SCORE Project activities were focused on building the systemic, institutional or individual capacity of institutions, NGOs and other stakeholders to ensure the sustainability of project investments.

Summary of planned stakeholder involvement as per Outcomes and Outputs

Outcomes	Outputs	Stakeholders
Outcome 1: Smallholder farmer adaptive capacity for implementation of climate resilient agricultural production practices strengthened	Output 1.1: Smallholder advisory and mentorship programme that promotes drought resilient land management and crop production practices established to scale up good practice for 4000 smallholder farmers.	Min of Environment &Tourism Min of Agriculture, Water & Forestry Relevant line Ministries such as MURD Representatives of RCs (CDC/VDCs) CES, CBOs, End-users at regional and local levels in six pilot zones
	Output 1.2: Community self-help groups formed to promote implementation and replication of climate-smart methods.	CES, Min of Environment &Tourism Min of Agriculture, Water &Forestry Relevant line Ministries such as MURD, Representatives of RCs (CDC/VDCs) CBOs End-users at regional and local levels in six pilot zones
	Output 1.3: 200 trained farmer field school leaders and coordinators in drought resilient land management practices serving 4000 households.	CES, Min of Environment &Tourism Min of Agriculture, Water &Forestry Relevant line Ministries such as MURD, Representatives of RCs (CDC/VDCs) CBOs End-users at regional and local levels in six pilot zones

	Output 1.4: 4000 smallholder farmer land planted in time to catch first rains.	CES, Min of Environment and Tourism Min of Agriculture, Water &Forestry Relevant line Ministries such as MURD Representatives of RCs (CDC/VDCs) CBOs End-users at regional and local levels in six pilot zones
	Output 1.5: Fresh vegetable production through soil improvement and micro-drip irrigation practiced by 2000 households.	CES, Min of Environment &Tourism Min of Agriculture, Water &Forestry Relevant line Ministries such as MURD, Representatives of RCs (CDC/VDCs) CBOs End-users at regional and local levels in six pilot zones
	Output 1.6: Livelihood diversified away from traditional crop production for 75% of households.	CES, Min of Environment &Tourism Min of Agriculture, Water &Forestry Relevant line Ministries such as MURD, Representatives of RCs (CDC/VDCs) CBOs End-users at regional and local levels in six pilot zones
	Output 1.7: Savings and loan scheme tested among smallholder farmers to promote replication and up-scaling of adaptive practices and technologies.	Agribank, Fides, Kongalend, Min of Environment &Tourism, Min of Agriculture, Water &Forestry End-users at regional and local levels in six pilot zones
	Output 1.8: Market linkages established for dryland products working with the private sector.	AMTA, Min of Agriculture, Water &Forestry
	Output 1.9. Documentation of best practices	All implementing partners,
Outcome 2: Reduced vulnerability to droughts and floods through restoration of wells and harvesting of floodwater for food security	Output 2.1: Flood control measures provided smallholder farmers in flood-prone areas.	MAWF, CES, other NGO's such as red cross, NNFU Academic institutions e.g. NUST (previously called PoN) and UNAM, OPM
	Output 2.2: Climate-smart irrigation practiced.	MAWF, CES, End-users at regional and local levels in six pilot zones
	Output 2.3: Climate-smart fish Farming practiced.	MFMR, End-users at regional and local levels in six pilot zones, CES
Outcome 3: Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up scaling	Output 3.1: Impact Assessment carried out.	Min of Environment &Tourism, Representatives of Regional Councils, Relevant line Ministries such as MURD, MAWF, MLR
	Output 3.2: Results-based management plan for climate-smart agriculture monitored by main stakeholder groups, to be led by the Regional Councils.	Representatives of Regional Councils, Min of Environment &Tourism, Relevant line Ministries such as MURD, MAWF, MLR
	Output 3.3: NNFU advocacy messages developed and delivered in policy fora to promote scale-up of climate-smart agricultural methods.	National Planning Commission, Min of Environment &Tourism, Relevant line Ministries such as MURD, MAWF, MLR

	Output 3.4: Regional Councils, line ministries and other partners include climate- smart agricultural methods and water harvesting and storage in their annual plans and budgets.	Min of Finance, Representatives of Regional Councils, Min of Environment &Tourism, Relevant line Ministries such as MURD, MAWF, MLR
	Output 3.5: Policy recommendations and replication plan developed for continuation of good practice and presented at final project closure workshop.	National Planning Commission, Min of Environment &Tourism, Relevant line Ministries such as MURD, MAWF, MLR, Min of Finance, Representatives of Regional Councils

6.5. Replication approach

The terminal evaluation assessed that the design principles of the SCORE Project were set out to foster replicability through the development of adaptation learning and mainstreaming it into policy processes. Replicability, innovation and scaling up was possible given the fact that the Project was embedded within the MAWF, the Ministry directly responsible for agriculture, water and forestry. The Ministry exhibited a high degree of ownership over the outcomes. Interviews with the Ministry revealed that are clear plans to take over this project implication after it closes and scale it up in Northern Namibia. This is a good foundation for replication. However, given the current austerity measures the government is going through, there is uncertainty as to the pace of government take over the injection of further resources to support farmers this current agricultural season. Evaluators did not see any discernible activities of government takes over in the project sites during terminal evaluation.

The terminal evaluation concluded that the design and implementation of this intervention was focused on improving climate smart agricultural practices which can be replicated in terms of approach while technologies can be tested in other communities and regions where participants have shown a high demand and enthusiasm for them. As assessed the barriers to success remain as continuous financial resources know-how, technical and institutional support which this project requires because of the harsh climatic conditions in Northern Namibia (Outcomes 1 and 2); aiming to make a systemic shift in the way smallholder farming is supported through promotion of evidence-based policy development and programme/budget planning (Outcome 3). The Project achieved a high degree of systematic documentation of adaptation learning, as well as the tracking of impacts of project outputs and activities. These were key to the establishment of a knowledge base from which replication can take place. Though knowledge management was done towards the last half of project implementation evaluators concluded that it is a key component and should be carefully followed during Government takeover of project implementation. Another source of replication was the capacity development afforded Government technical staff during SCORE implementation. The evaluation assessed that the focus on capacity building generated a pool of technical experts, through the RIPs, which can be utilised for future replication in other parts of the country.

The terminal evaluation also concluded that the project put in place, and then demonstrated the institutional framework required to integrate adaptation into development planning for the next phase of government incorporation of the project after it closes. This means not only that the outcome is replicable, but that replicability and scaling up should be a key post-project aim. Ultimately, the positive demonstration by these ministries/sectors and districts, through the effective use of the established institutional architecture to incentivise the integration of adaptation into planning through the enabling of appropriate finances will not only make this project replicable, but the intention should be that other ministries/sectors and districts may actively want to follow suit at a later date. Replication of

activities could also be enabled by the incorporation of adaptation into the comprehensive project M&E system, which may be taken up in planning process in other districts. In this way, bottom-up information on cost-effectiveness can be fed into district and national level planning processes and contribute to the development of a climate finance ready system into the future.

The Project designed met overall GEF requirements. The project implementation achieved some innovative critical targets. For example, SCORE Project successfully met the following design specifications, which were replicated across the regions where the SCORE was implemented:

- ☐ Country-driven: Several consultations under the leadership of MET took place during the project preparation and implementation phases. A three-day stakeholder meeting, which was convened by MET, took place at the end of July 2012 to develop the concept. During the PPG phase, two comprehensive planning meetings were held in Oshakati in August 2013 and February 2014. Local level consultations were carried out in 5 of the 6 project regions and several national level consultations were undertaken. During project implementation, quarterly Project Steering Committee Meetings were held under the leadership of MET for the duration of the Project implementation phases. Moreover, the project builds on stakeholder priorities and experiences on climate resilient methods gained through previous SGP/CBA and a SPA project in the target regions;
- ☐ Cost-effective: the project made successful use of proven, climate-smart agricultural technologies and practices and develop them programmatically using three national programmes as replication mechanism. All farmers made use of drip irrigation and Each region made use of rippers, which became the norm for project implementation;

6.6. UNDP comparative advantage

The evaluation assessed that the UNDP successfully used its comparative advantage to implement the SCORE Project. The UNDP has historically been the largest GEF implementing agency in terms of assisting countries to undertake climate change adaptation. This way more than 25 adaptation projects have been facilitated in over 80 countries and worth ~US$ 700 million excluding co-financing. Due to UNDP's track record in Africa, the Government of Namibia requested UNDP's assistance to design and implement this project. Its comparative advantage was boosted by the fact that at the time of SCORE implementation UNDP was concurrently supporting the development and implementation of GEF projects in numerous other countries throughout Southern Africa (e.g., Angola, Botswana, Zimbabwe, Zambia, Mozambique, and South Africa, among others). The terminal evaluation concluded that of major importance was capacity development. UNDP's comparative advantage in designing and supporting this SCCF project was particularly strong because of the SCORE project's capacity building focus. UNDP demonstrated the ability to develop the country's capacity to integrate climate change into social equity considerations, economic growth and environmental protection at all decision-making levels. Project Steering Committee Meeting minutes and interviews with Government confirmed that "*factoring climate change risks in the management of natural resources and into key national development frameworks and sector strategies*" is the key to UNDP's work in Namibia. For example, UNDP has already conducted other adaptation-related projects in Namibia and has specifically worked with MAWF on climate change issues. This was especially facilitated because UNDP Namibia has a national office in Windhoek and has well-developed working relationships with the key stakeholders of the project. Evaluators met and experienced the support and operational backstopping of senior level staff who ensured that the Project was well run. The UNDP Country Office operated under a strong UN Partnership Framework in Namibia (UNPAF) for 2014 - 2018. However, from 2019, the project has been operating under the UNPAF for the period 2019-2023.

The terminal evaluation also learned that SCORE Project benefited from the technical support of a UNDP/GEF Regional Technical Advisor and a Principal/Senior Technical Advisor dedicated to Climate Change Adaptation. Fiduciary oversight support was also be provided through UNDP-GEF staff at the regional and HQ level in addition to staff at the country office level. UNDP also marshalled its extensive

experience in integrated policy development, human resources development, institutional strengthening and non-governmental and community participation.

Overall, the evaluation finding was that the SCORE Project successfully built on the experience of the previous work of the CES on the UNDP-supported SGP and CBA programmes. This included working with their already-established model of mobilizing self-help groups to raise awareness, motivate and promote peer to peer learning. Key successful examples included:

- Tangible local demonstrations from SCORE developed visible and practical adaptation learning, which are directly being used and applied by other farmers, constituencies, extension services in the regions and local and regional government representatives, as well as by other communities;
- A strategic partnership with the University of Namibia for piloting an impact assessment approach as an integral part of the project design has paid dividends.
- Stepping up the adaptation learning by means of delivering outputs which integrate project results into policy making became the modus operandi of the SCORE Project;
- UNDP demonstrated its comparative advantage with respect to capacity building and gender mainstreaming in the context of climate change;
- Consultations with other stakeholders, including FAO on specific conservation agriculture practices as part the climate-smart agriculture bore fruit as confirmed by all farmers visited during this terminal evaluation.

6.7. Linkages between project and other interventions within the sector

The SCORE Project interventions were coordinated with several relevant ongoing and/or planned interventions in the project regions. Interviews with stakeholders revealed that local communities knew and experienced the activities of the GIZ-MAWF CCA Agriculture Project - Adaptation of agriculture to climate change in Northern Namibia under the Ministry of Agriculture, Water and Forestry and with support from the GIZ Namibia. The objective of the project was to investigate if smallholder farmers successfully apply climate-adapted farming practices. The focus was on the most vulnerable smallholder farmers and communities. This project successfully complemented the SCORE project in several ways. The climate-adapted methods employed by farmers were fully identified and tested. The project secured the delivery of services in support of climate-adapted methods. Moreover, the know-how and experiences on climate-adapted farming practices were capitalized on and the capacity of the MAWF to tackle climate change issues increased during the SCORE implementation phase. Cross learning between this project and SCORE were facilitated through field schools training, advisory and mentorship programmes as well as through the various engagements with the stakeholders under Outcome 3.

Various ongoing CCA and agriculture related projects were under implementation both in the north-central regions and in the north-eastern Kavango region. These programmes worked very closely with local communities to strengthen their capacity to deal with climate change and improve food security. For example, the Namibia Agronomic Board is focusing on the conservation tillage project and AMTA, a parastatal under MAWF, is assisting farmers to market their fresh produce through business hubs. AMTA has two centres, one in Ongwediva from Oshana and another in Rundu from West Kavango. The evaluation concluded that although measures were taken to assist farmers with the selling of their produce through AMTA this effort was not successful. Interviews with AMTA revealed that farmers' produces were either of too small qualities or delivery of produce was inconsistent. Farmers on the other hand complained that AMTA never gave them a fair price for their produce, and thus they opted to sell through alternative outlets. Farmers however confirmed that they could not satisfy the volumes expected by AMTA.

Other initiatives in northern Namibia focussed on land access and management, livestock support and the sale of indigenous natural products through the Agriculture project of the Millennium Challenge

Account. This project was primarily focused on achieving a sustainable increase in the economic performance of the agricultural sector in the Northern Communal Areas (NCAs) of Namibia. The activities of the Agriculture Project aim to strengthen the land tenure system in the NCAs, improve rangeland management practices, strengthen animal health services, livestock marketing efficiency and improve the supply chains and commercialization of indigenous natural plant products throughout Namibia. The project approach was to synchronize the efforts contributing to poverty alleviation and improved livelihoods. The Namibia Nature Foundation was also a relevant institution engaged in activities linked to Conservation Agriculture in the Kavango region. Several international bodies, such as the National Society, IFRC support, the Namibian Red Cross and others, conducted assessments as well as provide support focused on food security, nutrition, water, sanitation, health, and hygiene promotion in the north-central, north-western and north-eastern regions. These were interventions which could have been complementary to the SCORE project. But the terminal evaluation did not learn of any sustainable linkages that were created and fostered during the SCORE implementation phase.

The terminal evaluation also assessed and concluded the following:

- ☐ The SCORE Project was integrated into national sustainable development and poverty-reduction strategies. For example, SCORE helped to implement the 4 priorities of the National Development Plan;
- ☐ The Project was rated as extremely relevant by 100% of farmers and stakeholders interviewed during this evaluation exercise, given the outcome it sought to achieve. SCORE Project successfully dealt with the vulnerabilities and adaptation priorities as mentioned in the Namibia Second National Communications (2011), the National Climate Change Policy (2011) and the National Climate Change Strategy and Action Plan (2013).

There are five major farming systems: (1) small-scale cereals' production (2) livestock, (3) mixed cattle ranching, (4) intensive agriculture and (5) natural resource production (Mendelsohn, Jarvis, Roberts, and Robertson 2002). The farming sector is divided into small-scale and large-scale commercial producers. In the north-central regions, approximately 50% of farmers are smallholder farmers[16]. Even though some areas are irrigated, a large-scale irrigation system would not be sustainable due to limited water resources (Hyens 2005). Dryland cropping is an alternative.

About 27.4% of Namibia's workforce is employed in the agricultural sector. Agricultural production is not even sufficient to ensure household food security, let alone to generate cash income. Instead, households rely on non-agricultural income sources to supplement food production. As a result, off-farm employment and income generation are central to the agricultural and rural development of Namibia.

6.8. Management arrangements

SCORE Project was a full-sized project nationally implemented over a period of 5 years (60 months). The Project was nationally implemented by the Ministry of Environment and Tourism (MET) which functioned as the Implementing Partner to UNDP. Ministry of Agriculture, Water and Forestry and the Ministry of Urban and Rural Development functioned as Responsible Parties to the Implementing Partner. Execution included coordinating action on the ground, engaging partners and service providers, including those directly tasked with implementation, while also closely monitoring the project and reporting according to procedures outlined in the project document.

[16] The term small-scale farmers and communal farmers are interchanged with smallholder farmers in this document. Smallholders are classified as farmers that own at least more than 2 Ha of land. Commercial farmers are classified as falling south of the red line.

The Project Board (also called Project Steering Committee) was the group responsible for making by consensus, management decisions for the Project when guidance was required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions were made in accordance with standards that ensured management for development results, best value money, fairness, integrity, transparency and effective international competition. In cases where consensus could not be reached within the Board, final decision rested with the UNDP Programme Manager. In addition, the Project Board played a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by the Project Steering Committee were made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group was consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) would have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Steering Committee reviewed and approved project quarterly plans when required and authorized any major deviation from these agreed quarterly plans. Project Steering Committee was the authority that signed off the completion of each quarterly plan as well as authorizing the start of the next quarterly plan. It ensured that required resources were committed and arbitrated on any conflicts within the project or negotiated solutions to any problems between the projects and external bodies. In addition, it approved the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Potential members of the Project Board were reviewed and recommended for approval during the PAC meeting. Representatives of other stakeholders could be included on the Board as appropriate.

To ensure UNDP's ultimate accountability for the Project results, Project Steering Committee decisions were made in accordance to standards that ensured management for development results, best value for money, fairness, integrity, transparency and effective international competition. In cases where consensus could not be reached within the Board, the final decision rested with the UNDP Project Manager. The Project Assurance role supported the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. UNDP fulfilled the Project Assurance role. UNDP also monitored the Project's implementation and achievement of the project outputs and ensured the proper use of GEF funds. Day-to-day operational oversight was ensured by the UNDP Country Office (CO) for Namibia, and strategic oversight by the UNDP/GEF Unit based in Addis Ababa and HQ. The UNDP CO was responsible for: (i) providing financial and audit services to the project; (ii) recruitment and contracting of project staff; (iii) overseeing financial expenditures against project budgets; (iv) appointment of independent financial auditors and evaluators; and (v) ensuring that all activities, including procurement and financial services, were carried out in strict compliance with UNDP- GEF procedures.

Facilitation of the local and regional implementation of the project with the relevant regional and constituency level government structures was done with various NGOs. Due to the proximity of the five project sites, the project hired three Project Coordinators; both under the single National Project Manager. Day-to-day management of the project was undertaken by the National Project Manager (PM). The PM was located at the MET, in Windhoek. The Project Manager's prime responsibility was to ensure that the Project produced the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager liaised and work closely with all partner institutions to link the Project with complementary regional and national programs and initiatives. According to the Project document, the Project Manager, as all other Project staff were supposed to be recruited and contracted using standard UNDP recruitment procedures. However, at terminal evaluation the evaluators learned that the Project Manager was recruited and carried a Government contract.

The National Project Management Unit (PMU) will consist of six staff:

- ☐ The National Project Manager (PM)
- ☐ Accountant Officer
- ☐ Administration/Procurement Officer
- ☐ Three (3) Regional Coordinators; each regional coordinator responsible for the regions as follows (Oshikoto and Ohangwena, Oshana and Omusati; Kavango East and Kavango West), six (6) communities), based in one of the three clusters of her/his responsibility. Each regional coordinator was recruited competitively.

Under the supervision of the PSC, the PMU has the following main responsibilities:

- ☐ Coordination and management of the project and its five regional 'sub-projects';
- ☐ Developing work plans and consolidated annual budgets;
- ☐ Preparation of technical reports and periodic financial reports;
- ☐ Managing relationships with donors and project partners and monitoring the implementation of co-financing arrangements;
- ☐ Supporting the strategic partners of the PSC;
- ☐ Capacity building of stakeholders;
- ☐ Monitoring and evaluation of project activities;
- ☐ Policy analysis and development strategies in the light of the results of the project;
- ☐ The design and implementation of a communication strategy for the project;
- ☐ Resource mobilization.

The composition of the steering committee was as follows:

- ☐ 1 representative from MET
- ☐ 1 MoF representative
- ☐ 1 MoE representative
- ☐ 1 MFMR representative
- ☐ 1 MAWF-DEES representative
- ☐ 1 UNDP
- ☐ 1 NNFU representative
- ☐ 1 RC representative
- ☐ Chief Regional Officers of the regions where the project was implemented
- ☐ 2 representatives from academic, NGOs a.o.

The terminal evaluators observed that the Project Steering Committee met regularly as planned and executed all required decisions according to their terms of reference. However, the Project suffered from too much staff movement and attrition, especially the second half of the Project This caused lack of continuity when some staff left about 6 months before the close of the Project. The Project Manager had long spells of absence from work, negatively affecting project reporting and oversight. At the time of terminal evaluation, the PMU has hired a consultant to support Project reporting, even though the Project Manager was still present in the office. All stakeholders interviewed about the Project staffing situation concurred that the staffing situation, their performance and Project oversight were not satisfactorily executed, especially at the end of the Project cycle.

The terminal evaluation concluded that while the management arrangement described in the Prodoc rates Satisfactory, the actual arrangement adopted during implementation in moderately unsatisfactory. However, the implementation arrangement described in the project document was not fully followed. Civil society was expected to oversee implementation of many outputs under outcome 1 and the Universities were expected to lead on many outputs under outcome 3. However, participation of the University of Namibia (UNAM) and the Namibia University of Science Technology (NUST) was limited to attachment of interns and young graduates to the project. The minutes of the Project Board meetings show that the participation of the civil society and universities failed to take off as per the stakeholder participation plan because doing so would have meant transferring some of

the project budget to these institutions. This is even though budgetary provisions of budget notes 2, 5, 8, 12 and 15 allowed such transfer.

The lack of adherence to the management arrangement plan negatively affected the implementation of the project quite severely. For example, only five of the seventeen project outputs were fully implemented. Important interventions such as community empowerment through farmer field schools, self help group formation and links to savings and loan schemes, local level results-based plans for upscaling demonstrated best practices, were not initiated till after mid term evaluation. Aquaculture, diversification of crops, action research supported by M&E and knowledge management were not fully implemented. This has changed the character of the project from one focused on building adaptive capacity and resilience of the production system and livelihoods, to one demonstrating the role of conservation agriculture in tackling climate variability and climate change.

Govern extension staff concurred that capacity gaps in the government extension service could be mitigated by engaging other stakeholders in the implementation, in particular civil society and academia. Consequently, action research, community engagement and empowerment outputs were not fully tackled, since the extension service did not have the capacity to undertake such activities. The terminal evaluation concluded that the PSC was late to identify this as a risk to the effective delivery of results by the project. Project reports to PSC did not demonstrated adherence to the stakeholder implementation plan or the management arrangements outlined in the project document. The PSC missed an opportunity to catch these departures from the project strategy and to provide overall policy guidance and quality control as per the ToR.

7.0. Project Implementation

7.1. Adaptive management (changes to project design and outputs during implementation)

Adaptative management was experienced both at SCORE Project local levels and at institutional levels. At the SCORE Project level, close to 100% of farmers interviewed for the terminal evaluation conformed that to meet basic food needs, households augment production from subsistence agriculture with cash or in-kind income from other sources. In addition to purchasing food, cash is also needed to pay for school fees and uniforms, medical bills, clothing and special events. They confirmed that needs for cash are severe, and households are occasionally forced to sell food stores or important assets to meet expenses. Since women constitute most of the farmers, they were most likely to bear the risk and uncertainty of agriculture. SCORE Project contributed to the up liftmen of food security through agricultural production in the project zone through the adoption of climate-smart agricultural methods as described below.

Evaluators learned from 100% of farmers that they are confident that conservation agriculture that combines zero or low tillage and permanent soil cover are very promising adaption options. The following are some of the best measures employed by farmers met by the evaluators:

- ✓ Dry planting (minimum tillage) is practiced by some farmers as a crop management strategy, most of it is done with the hand hoe. However, the size of the land dry-planted by each household depends on the labour available for land preparation and for the subsequent weeding.
- ✓ Conservation tillage practices on trial and used in the project sites provide for better mahangu and cowpea yields, a lower workload, and improved soil structure over time.

From demonstration plots, evaluators concluded that conservation agriculture proved to be an effective method in meeting future food demands and contributing to sustainable agriculture and rural development. Government extension workers also confirmed to evaluators that AC has potential to achieve sustainable and profitable agriculture and improved livelihoods of farmers through the application of the three CA principles: (1) minimal soil disturbance, (2) permanent soil cover and (3) crop rotations.

Studies concur that CA has a twofold advantage in that it provides knowledge and tools to enable farmers to achieve profits from high and sustained crop productions and protecting the environment[17]. It also addresses several issues of development and falls in the scope of achieving at least three Sustainable Development Goals; SDG-1 To reduce hunger and poverty-CA supports this through improved food security and livelihoods, SDG-3 To support gender equity and women's empowerment-CA enhances the quality of life for women and SDG-7 To increase environmental protection-CA supports sustainable resource management and environmental services.

At institutional levels various adaptive learning called for changes to the project design and project outputs during implementation. The terminal evaluation found out the following:

- ✓ Adaptive learning in liaison with other tested models in Project Regions (e.g. GIZ model where the project work plans are generated with the teams at the regional level offices). This could provide a higher level of ownership and integration.

The terminal evaluation did not learn of any adoption of innovative regional work plans inspired by relevant and suitable models – e.g. those being used by GIZ, to build ownership by MAWF; further

[17] FAO, 2003. Climate Smart Agriculture source book

PMU did not develop regional work plans in full consultations with MAWF at decentralized levels, to ensure ownership by the regions and mainstream activities of the project into the regions.

In future similar projects the terminal evaluation recommends that the projects should:

- ✓ Draft work plan with full participation, and consultations of MAWF/DAPEES at regional and national level. The project should use the understanding on holistic climate-smart agriculture and conservation agriculture to develop a work plans for the remaining activities;
- ✓ Hold regular and predictable regional workshops through regional and constituency coordination committees (RDCCs and CDCs) in the regional councils to build local capacities; and
- ✓ Draft regional level work plans using tried and tested local models – for example GIZ, and scale down activities in the regions and exclude regions where similar activities are being undertaken by development partners such as JICA, GIZ, AgriBusDev and Environmental Investment Fund (EIF)/CRAVE-MAWF to avoid repetition and oversaturation

7.2. Partnership arrangements (with relevant stakeholders involved in the country/region)

The SCORE project was expected to be mostly implemented in support of Namibia's decentralisation efforts, with **Regional Implementation Coordinators (Units - RIUs)** hosted by the various Regional Councils. It was expected that the regional coordinators would coordinate support organisations, through '**Regional Implementation Platforms**' (RIPs), for which MAWF – especially through the various extension services has a strong implementation role. It was expected that the RIPs would update and share information on project progress with RDCC. For the Omusati Region the RIP was expected to make use of the previous implementation structure from the CPP (Country Partnership Program on Sustainable Land Management).

The Project Document specified that civil society would be heavily involved in implementation to secure sustainability through continued partnership between the project and active NGOs and CSOs in the target regions. In particular, the Creative Enterprise Solutions (CES) were expected to implement most of the activities especially under component 1 and 2, based on the ability and experience with similar work. The **private sector and other various organizations** were expected to provide technical assistance, data and other services on an as-needed basis. The Namibia National Farmers Union was supposed to support the Self Help Groups access and manage loans from micro-finance institutions. The University of Namibia and the Namibia University of Science Technology (UNAM and NUST respectively) were supposed to spearhead the action research and impact assessment, which would lead to practice generating knowledge to inform policy. Local communities (beneficiaries) were expected to be involved through several groups: as Farmer Field Schools and Self Help Groups. AMTA would provide marketing support services on horticulture products.The National Project Manager would directly manage the agreements to establish service agreements with public organisations (such as NNFU, micro-financing institutions, NUST, UNAM, CES, etc.).

However, there was no meaningful participation of civil society and universities in actual project implementation on the ground, although they remain a part of the PSC. Changing the participation plan without adjusting the project strategy reduced the resources available for project implementation and resulted in a very limited portion (12.3%) of the project being implemented with 70% of the budget spent. Interviews with Civil society, private sector and academic institutions confirmed that they had very limited role in actual implementation on the ground (although they remained part of the PSC); hence implementation was left in the hands of the MAWF extension service, supported by the Regional Coordinators, PMU and the PSC. The consequence of this was that project implementation gravitated around the 5 outputs for which the extension service and the PMU had comparative advantage, namely; providing ripping services and seeds for conservation agriculture, providing materials for the micro

drip irrigation and support to vegetable growing, rehabilitating ephemeral water bodies and hand-dug wells, as well as generating awareness-raising materials.

7.3. Feedback from M&E activities used for adaptive management

The terminal evaluation concluded that the quality at entry for the M&E system is problematic for three reasons: i) the project indicators, the baseline values and end of project targets were vague. In addition, they were largely about numbers, which measure quantity, but not necessarily quality. For example, counting the number of farmers who received the micro drip irrigation ignored the levels of benefits accruing to the beneficiaries, or those that ceased to function. The terminal evaluation however notes that these quantitative indicators were adapted from the GEF Adaptation Projects Indicator Framework. ii) The current project M&E was designed to collect data on the quantitative indicators for reporting in the PIR and the AMAT. However, both the PIR and the AMAT needed to be refined to avoid the repeat of the same target groups across different indicators iii) Despite the call to formulating a participatory M&E system that would allow monitoring of impacts, knowledge management and learning (two activities in the logframe refer to this), no such M&E system was designed. Baseline data for monitoring impacts of project initiatives were not collected. The terminal evaluation concluded that project M&E was not mainstreamed into the partner institutions M&E systems and neither were used to support adaptive management.

1) Review of Project implementation in line with the Project Document

At the time of the mid-term evaluation, assessment concluded that the implementation arrangement described in the ProDoc was not satisfactory and some activities were not been adhered to, with negative consequences to the project. The mid-term evaluation recommended the PSC to guide the project to either adhere to the original implementation arrangement or adjust the project in some implementation arrangements. However, departure from the original implementation arrangement meant there were fewer resources available to implement an already very ambitious project strategy.

As initially assessed by the mid-term evaluation, the terminal evaluation also concluded that in future projects, proper inductions of PMUs, and segregation of managerial and specialists (e.g. CA and CSA) and technical functionalities should be better considered at project inception. Lessons from similar project teams which encompasses both Project Managers and Technical Assistance should be applied so as not to hamper project implementation and cause misalignments to initial project logic. Further, utilisation of line sector experts, e.g. within the national institutions (e.g. NUST, MET or MAWF) should be assessed to ensure that mainstreaming of implementation activities, including meeting the reporting requirements as well as technical dependence are addressed in the existing mechanisms or coordination arrangements of the implementing partners. In future, proper oversight functions for technical outputs and project performance should be strictly monitored on a monthly basis, and where lax or lack of concrete deliverables is observed, recommendations for corrective actions should be taken timely and implemented.

The terminal evaluation recommends that:

a. In future projects, UNDP should conduct more planned and consistent oversight missions and provide on-going recommendations on PMU arrangements;
b. Hold PSC meetings at the initiation of the project to provide direction on how to endorse resolutions of the oversight mission by UNDP in collaboration with the PMU;
c. Comprehensively review the PMU staff complement and provide justification for service contracts vis-à-vis local consultants responsible for specific deliverables in timely and quality manner;
d. Revise the TORs of the PMU staff to render their engagement on specific deliverables and timelines;
e. Approve the desired performance targets for the PMU staff, and consistently monitor PMU performance on a monthly basis and systematically.

f. To ensure that staff performance targets are met, monthly, quarterly and annual progress reports should be submitted to UNDP against set targets of the revised M&E Plan and performance targets.

7.4. Project Finance

The Ministry of Environment and Tourism (MET) in collaboration with regional and local partners executed the project. Overall, $ 3,050, 000 Million were allocated from the SCCF to this intervention. Total project costs were originally estimated at US$ 23,067,263 and the detailed financial plan, including the baseline figures is presented below.

Project Financing Plan

	Project Financing plan			
	SCCF	**Co-financing (cash and in-**	**Baseline**	**Total**
Component	1,900,000	15,246,542	35,600,000	52,746,542
Component	505,000	3,791,721	8,800,000	13,096,721
Component	500,000	659,000	750,000	1,909,000
PMU	45,000	320,000		365,000
M & E	100,000	n/a		100,000
Total	**3,050,000**	**20,017,263**	**45,150,000**	**68,217,263**

The Evaluation assessed the key financial aspects of the SCORE Project, including the extent of co-financing planned and realized. Project cost and funding data included summaries of annual expenditures. Variances between planned and actual expenditures were assessed and explained. Results from recent financial audits, as available, were taken into consideration. The evaluators received assistance from the Country Office and Project Team to obtain financial data in order to complete the co-financing table below.

Co-financing (type/source)	UNDP own financing (mill. US$)		Government (mill. US$)		Partner Agency (mill. US$)		Total (mill. US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants	500,000	500,000	18,757,263	7,604,781				8,104,781
Loans/Concessions								
• In-kind support	360,000	200,000	500,000	547,727				747,727
• Other						100,000		1,415,313
Totals	860,000	700,000	20,017,263.	19,157,263		100,000		10,267,821

The evaluation assessed that SCORE demonstrated due diligence in the management of funds, including periodic audits. Both UNDP and MET have strong financial systems that helped financial controls of SCORE. For example, the Project successfully produced annual financial delivery reports. The evaluation also assessed and found that the project's two audits (dated Feb 2016 and April 2017) were unqualified. However: i) the NAM Brown Agenda on Extractives was not part of the Prodoc. It was later added without additional resources and there is no reference of it (or approval) in the Minutes of the PSC meetings; ii) Project expenditure at MTR was at 70% of total project budget, with about 12.3% of the logframe implemented; yet this was never raised as an issue in the PSC meetings or the PMU project reports. The evaluation also learned that this high expenditure was be due to capital investments in tractors and micro drip irrigation equipment. However, the fact that only 12.3% of the logframe was consumed by mid term should have raised a red flag; iii) there was over expenditure on outcome 2 where implementation was very limited on the ground. The evaluation also concluded that project strategy was ambitious, yet with a small budget.

The evaluation assessed that the SCORE Project exercised strong financial controls which allowed the project management to make informed decisions regarding the budget at any time and allow for the timely flow of funds and for the payment of satisfactory project deliverables. For example, the project finances were managed in line with the UNDP and the Ministry of Environment and Tourism (MET) financial guidelines. However, the project had its own account through which day to day financial management occurred. In terms of co-financing, the GEF allocation was US$ 3.05 million; UNDP Trac resources allocation is US$ 0.5 million. The table to the left shows sources of co-financing, name of co-financer, type of co-financing and amounts confirmed at CEO endorsement.

Sources of Co-financing	**Name of Co-financer**	**Type of Co-financing**	**Amount Confirmed at CEO endorsement (US$)**
GEF Implementing Agency	UNDP	Cash	500,000.00
GEF Implementing Agency	UNDP	In-Kind	500,000.00
National Government	MAWF	Parallel Cash	18,757,263.00
National Government	MET	In-Kind	400,000.00
TOTAL			**20,157,263.00**

7.5. Monitoring and evaluation: design at entry and implementation (*)

The evaluation concluded that SCORE Project had adequate monitoring of environmental and social risks as identified through the UNDP Social and Environmental screening procedure and in line with any safeguards management plan's M&E section. Unfortunately, the project's Theory of Change was not reviewed and refined during implementation. Overall, the PIR self-evaluation ratings were consistent with MTR and TE findings.

The terminal evaluation concluded that the SCORE project was very innovative in approach at design. While the main approach to building adaptive capacities is focused on vulnerable groups, particularly women and children (i.e. IPCC WGIIAR5), there was limited evidence to guide users in the selection of the most appropriate options for its context. Consequently, SCORE had to develop its own evidence base, and adopted and emphasised a learning-by-doing approach. This approach advocated constant reflection to inform change of course both during project implementation and to continue to collect lessons post-implementation to facilitate longer-term adaptive management. The Project also adopted an innovative monitoring and evaluation approach. The project was monitored through a series of M&E activities with a set budget. The M&E framework was set out in the Project Results Framework aligned with the AMAT and UNDP's M&E frameworks. The Project started with a Project Inception Workshop was held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and appropriate regional technical policy and program advisors as well as other stakeholders. The Inception Workshop was crucial to building ownership for the project results and to plan the first-year annual work plan. The Inception Workshop successfully addressed several key issues including:

- ☐ Assisted all partners to fully understand and take ownership of the project. Detailed the roles, support services and complementary responsibilities of UNDP CO and Regional Coordinating Unit (RCU) staff (i.e. UNDP-GEF Regional Technical Advisor) vis-à-vis the project team. Discussed the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff were confirmed.
- ☐ Based on the project results framework and the LDCF related AMAT set out in the Project Results Framework, the workshop finalized the first annual work plan. Reviewed and agreed on the indicators, targets and their means of verification, and rechecked assumptions and risks.

- ☐ Provided a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget were agreed to and scheduled.
- ☐ Discussed financial reporting procedures and obligations, and arrangements for the annual audit.
- ☐ Planned and scheduled Project Steering Committee meetings. Roles and responsibilities of all project organization structures were clarified.

That Inception Workshop set up and triggered all subsequent project activities. In fact, the Inception Workshop report became the key reference document - prepared and shared with participants to formalize various agreements and plans decided during that workshop. Key among them were:

- ☐ Progress made was monitored in the UNDP Enhanced Results Based Management Platform.
- ☐ Based on the initial risk analysis submitted, the risk log was regularly updated in ATLAS.
- ☐ Risks became critical when the impact and probability were high. For example for UNDP/GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justified classification as critical).
- ☐ Based on the information recorded in Atlas, a Project Progress Reports (PPR) were generated in the Executive Snapshot.
- ☐ Other ATLAS logs were used to monitor issues, lessons learned. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

SCORE also introduced Annual Project Review/Project Implementation Reports (APR/PIR) modality to monitor project progress: The terminal evaluation found out that this key report was prepared with regularity to monitor progress made since project start and in particular for the previous reporting periods. The APR/PIR combined both UNDP and GEF reporting requirements. The terminal evaluation assessed that the APR/PIR included, but is not limited to, reporting on the following:

- ☐ Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative);
- ☐ Project outputs delivered per project outcome (annual);
- ☐ Lesson learned/good practice;
- ☐ AWP and other expenditure reports;
- ☐ Risk and adaptive management;
- ☐ ATLAS QPR.

The terminal evaluation also assessed that one of the most effective monitoring tool was the Periodic Monitoring through site visits: The Project Steering Committee, UNDP CO and the UNDP-GEF region-based staff conducted visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Field Visit Report/BTORs were prepared by the CO and UNDP RCU and were circulated no less than one month after the visit to the project team and Project Board members.

For the mid-term of the project cycle, SCORE underwent a thorough independent Mid-Term Review at the mid-point of project implementation. The Mid-Term Review determined progress made toward the achievement of outcomes and also identified course correction for the duration of the project cycle. The terminal evaluation assessed that the mid-term evaluation focused on the effectiveness, efficiency and timeliness of project implementation. It highlighted issues requiring decisions and actions and presented initial lessons learned about project design, implementation and management. Findings of this review were incorporated as recommendations for enhanced implementation during the final half of the project's term.

Project Results Framework was completed during the terminal evaluation cycle. This End of Project has taken place three months prior to the final PB meeting and has been undertaken in accordance

with UNDP-GEF guidance. The terminal evaluation is focussed on the delivery of the project's results as initially planned (and as corrected after the mid-term review). The terminal evaluation looks at the impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. It also provides recommendations for follow-up activities and requires a management response, which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

The table below provides assessment of the quality of UNDP oversight/implementation of the project through consideration of the following issues

Quality of UNDP oversight/implementation of the project through consideration of the following issues:		
• The adequacy of UNDP support to the Implementing Partner and project team	(MS)	
• Quality and timeliness of oversight and technical support to the Implementing Partner and project team	(MS)	
• Candor and realism in annual reporting	(MU)	
• Quality of risk management	(MU)	
• Responsiveness to significant implementation problems (if any)	(MS)	
• Adequate oversight of the management of environmental and social risks as identified through the UNDP SESP.	(MU)	
• Any salient issues regarding project duration, for instance to note project delays, and how they may have affected project outcomes and sustainability	(MU)	

7.6. UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

SCORE Project (PIMS 4711) was implemented through the Ministry of Environment and Tourism (MET) and the Ministry of Agriculture, Water and Forestry (MAWF). The Project was formulated over a one-year period, involving a wide spectrum of stakeholders (through a Project Preparatory Grant – PPG). This ensured that the perspectives of all relevant stakeholders informed the project design. The project concept was developed in July 2012, via a three-day stakeholder meeting convened by MET, and attended by a broad spectrum of stakeholders from other Ministries, academia, civil society and development partners. This led to the PPG Phase where two planning meetings were held in Oshakati and Ondangwa, in August 2013 and February 2014, respectively. Local level consultations were carried out in 5 of the 7 project zones/regions. Several national level consultations were undertaken over the one-year PPG period. The terminal evaluation concluded that stakeholder viewpoints were incorporated into the project design, and a stakeholder participation plan was agreed upon. Although these strategies were adequate to address the barriers to creating adaptive capacity and resilient production systems and livelihoods in the North, the actual project as described in the Project.

The project was expected to be mostly implemented in support of Namibia's decentralisation efforts, with Regional Implementation Coordinators (Units - RIUs) hosted by the various Regional Councils. It was expected that the regional coordinators would coordinate support organisations, through 'Regional Implementation Platforms' (RIPs), for which MAWF – especially through the various extension services has a strong implementation role. It was expected that the RIPs would update and share information on project progress with RDCC. For the Omusati region the RIP was expected to make use of the previous implementation structure from the CPP (Country Partnership Program on Sustainable Land Management).

The Project Document specified that civil society would be heavily involved in implementation to secure sustainability through continued partnership between the project and active NGOs and CSOs in the target regions. In particular, the Creative Enterprise Solutions (CES) were expected to implement most of the activities especially under component 1 and 2, based on the ability and experience with similar work. The private sector and other various organizations were expected to provide technical assistance, data and other services on an as-needed basis. The Namibia National Farmers Union was supposed to support the Self-Help Groups access and manage loans from micro-finance institutions. The University of Namibia and the Namibia University of Science Technology (UNAM and NUST respectively) were supposed to spearhead the action research and impact assessment, which would lead to practice generating knowledge to inform policy. Local communities (beneficiaries) were expected to be involved through several groups: as Farmer Field Schools and Self-Help Groups. AMTA would provide marketing support services on horticulture products. The National Project Manager would directly manage the agreements to establish service agreements with public organisations (such as NNFU, micro-financing institutions, NUST, UNAM, CES, etc.).

Some project managers concurred that the Project Document sought to address too many issues in too many areas with a very small budget. Implementing the strategy outlined in the project for the six original and one additional region (added during inception phase) would require a much larger budget than the US$ 3.5 million allocated. The alternative would have been to limit the geographic spread. The inception period could have been used to focus the project document on a smaller program of work that fit the budget (a case in point is that the project budget cannot finance excavation and building of earth dams or fishponds).

The terminal evaluation rated the implementing agency moderately satisfactory (MS) on the grounds that:

- ☐ There was no effective monitoring and evaluation system or dedicated M&E specialist in place to track the implementation of key indicators. Unclear roles between IA and EA could be a factor.
- ☐ Based on the documents provided by UNDP, and from interviews, only a single field trip was undertaken during the entire duration of the project.
- ☐ The terminal evaluation found that the project has generated a huge amount of knowledge products, best practices and lessons learnt but were not shared with other UN-related projects particularly those related to poverty alleviation within Namibia
- ☐ At the regional level, lessons learnt, and best practices could be shared with neighboring countries where similar UNDP led activities are taking place, for example:
  - ✓ Environnent Climate Change Response Project, ID 00102700, Botswana (2017-2021)
  - ✓ Climate resilience in Agriculture Project, ID 00095469, Zambia (2018-2025)
- ☐ UNDP should have been proactive by recommending human resources changes, noting that the Project Manager could not perform her work to the fullest for extended period of time.
- ☐ UNDP could have been more effective at the strategic and political level engagement to ensuring that key stakeholders have fulfilled their co-financing commitments. initiatives in the region such as:

The TE Team rated the Executing Agency (MET) Moderately Unsatisfactory (MU) based on the following findings:

- ☐ Contract management of the Project Manager was very poor. Her extended absence from work negatively affected the smooth implementation of the project. It has also cost the project additional funds to cater for the Technical Advisor. The MET, as the appointing authority, could have been more proactive to appoint a replacement much early than to wait until just a few months before the closure of the project, while still paying additional consulting fees.
- ☐ Two Regional Project Coordinators resigned several months before the closure of the project with no replacements made despite that fact there were many outstanding activities yet to be

completed. The resigned staff should have been replaced through a secondment (either from MET of MWAF/DAPEES) or through hiring temporary experts to effectively continue with the project implementation.

- ☐ No tangible strategy is put in place for continuation or mainstreaming the activities after the closure of the project.
- ☐ Evaluators received conflicting information about the closure of the project. Most government officials interviewed argued that although they knew the project was ending, no formal hand-over of the activities to the key stakeholders at the local levels.
- ☐ Similarly, no evidence of an effective monitoring and evaluation system or dedicated M&E specialist was in place to track the implementation of key indicators.

8.0. Project Results

8.1. Overall results (attainment of objectives) (*)

At design, the SCORE Project objective was to strengthen the adaptive capacity and reduce the vulnerability of 4,000 households (25,000 people), 80% of which are female-headed, and children in 75 schools, to droughts and floods in Northern Namibia by scaling up climate-smart livelihoods which have been piloted in the CBA programme and the SPA project. The Project was implemented in five regions in North-Central Namibia. Potential replicability was for 150,000 households in the North and North Central Namibia. (Prodoc. P114)

The project aimed to deliver three Outcomes with a grant of $3 million:

- ☐ Outcome 1: Smallholder farmer adaptive capacity for implementation of climate-resilient agricultural production practices strengthened.
- ☐ Outcome 2: Reduced vulnerability to droughts and floods through the restoration of wells and harvesting of floodwater for food security.
- ☐ Outcome 3: Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up-scaling.

The evaluation finding was that the Project outcomes benefited far more than 4,000 smallholder farmers practising climate-resilient agricultural production for food security, rainfall and floodwater harvesting, and diversification of their livelihoods. Food security was improved: agricultural moved from being a subsistence livelihood to a livelihood that provides income and economic resilience to future climate shocks.

Analysis of the logical framework

To unpack the Project delivery logic and original ToC the consulting team conducted a thorough literature review of the Project Document and all subsequent project implementation reports from UNDP CO. Initial analysis provides a solid logic to the ToC and Project delivery framework. The various activities carried out by the Project revealed the following:

Project Objective To strengthen the adaptive capacity to reduce vulnerability of rural communities in responding to droughts and floods in Northern Namibia, with a special focus on women and children.	I. Baseline survey carried out in areas with targeted communities undertaken in June 2016. II. An impact assessment and a gender assessment contacted to reflect the project performance and impacts of the livelihoods of the beneficiaries. Data obtained from the project sites, the project has directly impacted a total more than households however, due to several factors, the project has not been able directly benefit 80% women-led households.
Outcome 1: Strengthened capacity of Smallholder farms to implement climate resilient agricultural practices.	III. Application of climate-smart agricultural practices introduced to households (Practiced Conservation Agriculture through ripping services provided to smallholder farmers to plant their land in time to catch the first rains for the planting season. Total of 2,178 beneficiaries (1,325 females, 853 males). IV. Application of climate-smart agricultural practices introduced to households 220 Micro-drip Irrigation Systems installed. Such gardens are directly benefiting an estimated total of 14,330 individuals (7,039 females and 7,291 males including children) in producing fresh vegetables to diversify their livelihoods: V. a. 37 organised groups and/or community gardens of mostly women-led groups; o b. 63 schools; o c. 120 individual farmers. VI. To promote adoption of climate change adaptation practices at institutional levels, and to ensure that vulnerable children in these

	institutions are targeted, 63 schools were supported as a target institution. Establishing school gardens that are managed in accordance with conservation agricultural practices will contribute to foster a culture of agricultural learning; to assist with improving nutritional value of food provided to the vulnerable children in schools as encouraged by the Ministry of Education. Such gardens are directly benefiting an estimated total of 63 schools (6,366 females and 6,820 male learners) Training materials developed and used to train beneficiaries. VII. A total of 62 teachers in Ohangwena and Oshikoto Regions (28 females, 34 males) received training on climate-smart vegetable production to establish school gardens and impart knowledge to learners. Subsequently, 114 lead farmers (77 females, 37 male) fields were used as demonstration sites for practical training sessions in Ohangwena and Oshikoto Regions. VIII. Established Self-help groups in 7 regions (Community gardens) to share climate-smart information and training. IX. Manuals for smallholder advisory and mentorship programme were developed and are available in English, Otjiherero, Oshiwambo and Rukwangali languages. The manuals are aimed to provide guidance in decision making in conjunction with other climate risk information such as de-stocking at the onset of droughts. In total, 1,000 copies of the manuals were distributed in the project area in August 2018. About 229 farmers were trained on fresh vegetable production during the project life span, 161 were female and 83 male beneficiaries. X. Improved subsidized for conservation agriculture (e.g. maize, sorghum, cowpeas, groundnuts and beans) were provided to 1,051 beneficiaries (627 females, 424 males). The seeds were provided via the mainstream activities of the ADCs, through MAWF-DAPEES. This was only done in one cropping season of the entire project life span and has contributed to food security though increasing the yields. XI. Awareness raising to smallholder farmers (341 females, 244 males) through farmer field days, visits to ADC demonstration sites, technical training on conservation agriculture were carried out. The project had more farmers requesting for CA services, and in particular to be provided with ripping services. The average number of hectares increased from 0.5 ha -1.0 ha to 1.5 ha -2.0 ha per household in comparison to past cropping seasons. The project recorded more CA lead farmers (5) in each constituency compared to 2 lead farmers when the project started. These lead farmers will ensure continuity by assisting other farmers in terms of CA when the project comes to an end. XII. Impact and gender assessments were carried out.
Outcome 2: Small scale agricultural infrastructure introducing to reduce vulnerability to floods and droughts e.g. through restoration of wells and harvesting of	☐ Flood and drought control measures provided by restoring five existing earth dams targeting 10,548 females and 6,010 males. Four of the earth dams are approximately 40m (length) x 40m (width) x 3m (depth) = 4,800 m^3 (480 loads), while another is 21,000m^3 (2100 loads). ☐ Flood and drought control measures provided by restoring/constructing six hand-dug wells each serving an average of two villages benefiting 627 females and 443 males.

floodwater for food security.	☐ To promote water conservation management practices and measures at individual and institutional levels, the project promoted the adoption (through installations) of alternative water saving systems appropriate for dry land areas. ☐ Climate-smart fish farming was practiced through the improvement of ponds and supply of fingerlings to project beneficiaries (5 females and 5 males, and 6 orphans).
Outcome 3: Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up-scaling	☐ Support the implementation of the existing the MAWF programmes National Conservation Agriculture Forum and at regional levels. ☐ Support the implementation of the existing the MAWF programmes, particularly the Comprehensive Agriculture Programme for Namibia (2015 - 2019). ☐ Contribution towards the Ministry of Agriculture, Water and Forestry Annual Planning Meetings including national and regional meetings. ☐ Contribution towards the Ministry of Environment and Tourism Annual Planning Meetings. ☐ Contribution towards development of the National Strategy for mainstreaming disaster risk reduction and climate change adaptation into development (2016-2020). ☐ Holding regular local community meetings to plan particularly on the implementation of the project activities such as SCORE Project stand-alone agenda for Constituency Development Committee (CDC) meeting. ☐ Namibia National Farmer's Union - Northern Communal Areas Agricultural Stakeholders Conference: Climate Change Adaptation Strategies for the Northern Communal Areas. ☐ Regular participation and contribution towards the National Committee on Climate Change. ☐ National Mahangu Consultative Forum (NMCF).

Initial research before Project implementation concluded that there was:

i. Insufficient information and know-how to make use of new agricultural techniques at both the support services and local community levels
ii. Limited capacity to purchase inputs for climate-resilient agricultural methods
iii. Inappropriate capacity to deal systematically and in the long-term with threats posed by extreme climatic events such as drought and floods
iv. Resistance of relevant sectors to prioritize climate change resilience

Therefore, documentary evidence assessed by evaluators confirm that the Project made progress towards the outcomes as set in the Project Document. This initial assessment led evaluators to tentatively conclude that the Theory of Change was logical and Project implementation met its milestones. The initial review found out that the Project strengthened the capacity of rural communities in northern Namibia to respond to droughts and floods while focusing on women and children.

For climate change adaptation to be built at scale and for vulnerable smallholder farmers to successfully adapt to climate change, three goals were pursued with priority as follows:

☐ Enhance smallholders' adaptive capacity in support of climate resilient agricultural practices;
☐ Reduce the vulnerability of smallholders to droughts and floods; and
☐ Mainstream climate change into policies and budgets.

The table below summaries evaluation results for the SCORE Project.

Summary Evaluation Results

Project bA7:G21baselines, targets and outcomes						
Indicator	**Unit of measurement**	**Baseline at CEO Endorsement**	**Target at CEO Endorsement**	**Actual at mid-term**	**Actual at completion**	**Comments (e.g. specify unit of measurement)**
Objective 1: Reduce the vulnerability of people, livelihoods, physical assets and natural systems to the adverse effects of climate change						
Indicator 1: Number of direct beneficiaries	Number of people	0	4,000	4,759	15,063	At least 4,000 households of which 80% of women and children beneficiaries targeted under this objective to reduce vulnerability to floods and drought. Data obtained from the project sites, the project has directly impacted a total of 15,063 households (7,822 females, 7,241 males).
	% female	0	80	44	52	The project has benefited 52% of the targeted 80%. Some of the reasons are included in the gender impact assessment report.
	Vulnerability assessment (Yes/No)	Yes	Yes	No	Yes	An impact assessment and a gender assessment conducted to reflect the project performance and impacts of the livelihoods of the beneficiaries.
Outcome 1.1: Vulnerability of physical assets and natural systems reduced						
Indicator 2: Type and extent of assets strengthened and/or better managed to withstand the effects of climate change	ha of land					
	km of coast					
	km of roads					
	Number of people	0.00	4,000.00	16,558.00	21,504.00	Flood and drought control measures were provided by restoring five existing earth dams being used by 13,212 females and 8,292 males. These earth dams were restored for rainwater harvesting to retain flood runoff during the rainy season. This is aimed to reduce the length of the dry season in the project areas.
	Number of people	0.00	4,000.00	1,070.00	4,117.00	Flood and drought control measures were provided by restoring/constructing twelve hand-dug wells each serving an average of two villages benefiting 2,136 females and 1,981 males. In this case, dug wells provide a low-tech solution to the challenges of rural water supply and can be implemented with a high level of community participation and locally available material and tools (sustainability aspect).
		0	0	34.8	34.8	The area covered by gardens in the 63 schools is 4.8 ha; the area covered by gardens for individual farmers is 30 ha.

	Number of systems	0	5	220	222.00	At the closure of the project, 222 micro-drip irrigation systems were installed and directly benefiting an estimated total of 14,330 individuals (7,039 females; 7291 males including children) in producing fresh vegetables to diversify their livelihoods:
	Number of groups' garden farmers	0	0		37	Project supported the establishment of 37 organised groups and/or community gardens of mostly women-led groups;
	Number of school gardens	0			63	At the closure of the project 63 school gardens were supported
	Number of individual farmers	0			120	120 individual farmers.
	Number of farmers assisted with ripping	0.00	3,600.00	544.00	1,297.00	Application of climate-smart agricultural practices was introduced to households which practices conservation agriculture. This was done through ripping services provided to smallholder farmers to plant their land in time to catch the first rains for the planting season. Out of the total, 1,297 beneficiaries were 796 females and 501 were males
Outcome 1.2: Livelihoods and sources of income of vulnerable populations diversified and strengthened						
Indicator 3: Population benefiting from the adoption of diversified, climate-resilient livelihood options	Number of people received seeds	400	4,000	1,051	1,051	Subsidized seeds (e.g. maize, sorghum, cow-peas, groundnuts and beans) for the 2016/17 planting season provided to 627 females and 424 males to promote inter-cropping a key principle of conservation agriculture and to diversify livelihoods from traditional crops.
	% female	80	80	60	60	The project reached 60% of the targeted number
	% of targeted population	10	100	26	26	The number is below the target but still significant
	Number of people	200	2,000	14,330	14,330	Micro-drip irrigation systems directly benefiting an estimated total of 14,330 individuals (7,039 females; 7,291 males including children) in producing fresh vegetables to diversify their livelihoods. The target was exceeded about 7 times.
	% female	80	80	49		Based on midterm figure, the target is not likely to have been reached due to various factors.

	Number of people	30	300	16	16	Climate-smart fish farming was initiated by the project through the improvement of ponds and supply of fingerlings to project beneficiaries (5 females; 5 males; 6 orphans). The fish were harvested between November and December 2017, and since then, fish farming activities were discontinued based on the recommendations from the mid-term evaluation of the project.
	% female	80	80	31	31	The target was too ambitious to have been reached.
	% of targeted population	1	8	0.40	0.40	The target was not achieved.
Outcome 1.3: Climate-resilient technologies and practices adopted and scaled up						
Indicator 4: Extent of adoption of climate-resilient technologies/ practices	Number of people	400	4,000	120	120	The project has installed alternative water saving systems appropriate for dry land areas to supply water directly into the gardens. Such gardens are directly benefiting an estimated total of 120 individuals (69 females; 51 males) at household levels in producing fresh vegetable to diversify their livelihoods.
	% female	80	80	58	58	The target was too ambitious
	% of targeted	10	100	3	3	
	Number of people	400	4,000	1,024	1,024	The project installed micro-drip irrigation systems for community gardens that are directly benefiting an estimated total 37 organised groups and/or community gardens of mostly women-led groups (604 females; 420 males) in producing fresh vegetable to diversify their livelihoods.
	% female	80	80	59	59	Target not met for various reasons
	% of targeted	10	100	26	26	
	number of ha					
	% of targeted					

	Number of people	400	4,000	13,186	13,893	In terms of the promotion of climate change adaptation practices at institutional levels, and to ensure that vulnerable children in these institutions are targeted, 63 schools were supported as target institutions. Establishing school gardens that are managed in accordance with conservation agricultural practices will contribute to foster a culture of agricultural learning; to assist with improving nutritional value of food provided to the vulnerable children in schools as encouraged by the Ministry of Education. Such gardens are directly benefiting an estimated total of 54 schools (7,025 females; 6,848 male learners).
	% female	80	80	48	46	Target was not achieved
	% of targeted	10	100	330	347	
	number of ha					
	% of targeted					
	Number of people	400	4,000	1,070	1,070	Flood and drought control measures were provided by restoring/constructing six hand-dug wells each serving an average of two villages benefiting 627 females and 443 males.
	% female	80	80	59	59	Target was not reached.
	% of targeted	10	100	27	27	
	number of ha					
	% of targeted					
Objective 2: Strengthen institutional and technical capacities for effective climate change adaptation						
Outcome 2.1: Increased awareness of climate change impacts, vulnerability and adaptation						
Indicator 5: Public awareness activities carried out and population reached	Yes/No	Yes	YES	Yes	Yes	The Climate Change Media Training for Namibian Journalists was supported by the project.
	Number of people					
	% female					
	Yes/No	No	No	Yes	Yes	Namibia National Farmer's Union - Northern Communal Areas Agricultural Stakeholders Conference dealing with Climate Change Adaptation Strategies was supported for Northern Communal Areas.
	Number of people	n/a	n/a	n/a	n/a	Info not available
	% female	n/a	n/a	n/a	n/a	Info not available
	Yes/No	Yes	YES	Yes	Yes	National Mahangu Consultative Forum (NMCF).

	Number of people	n/a	n/a	n/a	n/a	Info not available
	% female	n/a	n/a	n/a	n/a	Info not available
Outcome 2.2: Access to improved climate information and early-warning systems enhanced at regional, national, sub-national and local level						
Indicator 6: Risk and vulnerability assessments, and other relevant scientific and technical assessments carried out and updated	Number of relevant assessments/ knowledge products	400	4,000	0	2	Impact and gender assessments were carried out.
Indicator 7: Number of people/ geographical area with access to improved climate information services	Number of people	80	80	0	966	The stablished Self-help groups in 7 regions (Community gardens) to share climate-smart information and training.
	% female	10	100	0	60	Target not reached
	% of targeted area (e.g. % of country's total area)	0	0	0		Total Namibian population size of 2,113,077 (source Government of Namibia).
Indicator 8: Number of people/ geographical area with access to improved, climate-related early-warning information	Number of people	400	4,000	4,000	4,000	This was carried out via radio outreach and regional councillors.
	% female	80	80	60	60	
	% of targeted area (e.g. % of country's total area)	0	0	0	0	Total Namibian population size of 2,113,077 (source Government of Namibia).
Outcome 2.3: Institutional and technical capacities and human skills strengthened to identify, prioritize, implement, monitor and evaluate adaptation strategies and measures						
Indicator 9: Number of	Number of people	0	300	320	222	Train farmers on how to maintain drip irrigation equipment so that they last longer.

people trained to identify, prioritize, implement, monitor and evaluate adaptation strategies and measures	% female	NA	NA	NA	NA	
	Number of people	NA	NA	NA	NA	Monitoring and Evaluation Orientation Course for MAWF regional staff members working on the implementation of the project.
	% female	NA	NA	NA	NA	
Indicator 10: Capacities of regional, national and sub-national institutions to identify, prioritize, implement, monitor and evaluate adaptation strategies and measures	Number of institutions	NA	NA	NA	NA	Support the implementation of the existing the MAWF programmes National Conservation Agriculture Forum and at regional levels.
	score	NA	NA	NA	NA	
Objective 3: Integrate climate change adaptation into relevant policies, plans and associated processes						
Outcome 3.1: Institutional arrangements to lead, coordinate and support the integration of climate change adaptation into relevant policies, plans and associated processes established and strengthened						
Indicator 11: Institutional arrangements to lead, coordinate and support the integration of climate change adaptation into relevant	Number of countries	NA	NA	NA	NA	Regular participation and contribution towards the National Committee on Climate Change.
	score	0	1	2	NA	(if the scoring methodology is different from the recommended [see Sheet 2], please describe)

policies, plans and associated processes						
	Number of countries	0	1	1	NA	Contribution towards the Ministry of Environment and Tourism Annual Planning Meetings.
	score	0	1	2	NA	(if the scoring methodology is different from the recommended [see Sheet 2], please describe)
	Number of countries	0	6	7	7	Contribution towards the Ministry of Agriculture, Water and Forestry Annual Planning Meetings including national and regional meetings.
	score	0	1	2	2	(if the scoring methodology is different from the recommended [see Sheet 2], please describe)
	Number of countries	0	6	7	7	Holding regular local community meetings to plan particularly on the implementation of the project activities such as SCORE Project stand-alone agenda for Constituency Development Committee (CDC) meetings.
	score	0	1	2	2	
Outcome 3.2: Policies, plans and associated processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures						
Indicator 12: Regional, national and sector-wide policies, plans and processes developed and strengthened to identify, prioritize and integrate adaptation	Number of policies/ plans/ processes	0	1	1	1	Contribution towards development of the National Strategy for mainstreaming disaster risk reduction and climate change adaptation into development (2016-2020).
	Score	0	1	2	2	(if the scoring methodology is different from the recommended [see Sheet 2], please describe)

strategies and measures						
Indicator 13: Sub-national plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures	Number of plans/ processes	0	1	1	1	Support the implementation of the existing the MAWF programmes, particularly the Comprehensive Agriculture Programme for Namibia (2015 - 2019).
	Score	0	1	2	2	(if the scoring methodology is different from the recommended [see Sheet 2], please describe)
Indicator 13: Sub-national plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures	number of plans/ processes	1	1	1	1	Supporting the implementation of Namibia's National Climate Change Strategy & Action Plan (2013 – 2020).
	score	0	1	2	2	
Outcome 3.3: Systems and frameworks for the continuous monitoring, reporting and review of adaptation established and strengthened						
Indicator 14: Countries with systems and frameworks for the continuous monitoring, reporting and review of adaptation	number of countries	0	1	1	1	The project has a monitoring and evaluation tools (Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative); Project outputs delivered per project outcome (annual); Lesson learned/good practice; AWP and other expenditure reports; Risk and adaptive management; and ATLAS QPR).
	score	0	1	2	2	
Reporting on GEF gender indicators						
Q1: Has a gender analysis been conducted during project preparation?			NO	NA	NA	

Q2: Does the project results framework include gender-responsive indicators, and sex-disaggregated data?	YES	YES	YES	During the implementation of the project activities, such through offering ripping services for conservation agriculture, the project has taken into account gender balance, women-headed households, vulnerable individuals like children and the elderly. In addition, various schools, catering for about 9,000 vulnerable children) were included in the beneficiary list for micro-drip irrigation to take care of the vulnerable children. The project reports on sex-disaggregated data.
Q3: Of the policies, plans frameworks and processes supported (see indicators 12 and 13 above), how many incorporate gender dimensions (number)?	1	2	3	The following policy and pans were found to incorporate gender-responsive indicators and were supported by the project: (i) National Policy on Climate Change, (ii) National Climate Change Strategy and Action Plan (2013-2020) and (iii) National Strategy for mainstreaming disaster risk reduction and climate change into development (2016-2020).
Q4: At mid-term/ completion, does the mid-term review/ terminal evaluation assess progress and results in terms of gender equality and women's empowerment?	NA	YES	YES	

8.2. Relevance (*)

Evaluators witnessed 100% of farmers and stakeholders interviewed for the terminal evaluation positively evaluating the project as relevant. All interviewees self-reported that the SCORE Project was relevant to their lives and the needs of northern Namibia. Namibia is classified as the 7th most at-risk country in terms of agricultural losses caused by climate change globally (Wheeler 2011). On account of Namibia's weak adaptive capacity in certain areas and due to significant disparities, climate change policy and related responses are still in their infancy. Consequences in terms of agricultural losses, weakened food security, ill-health and other impoverished livelihood aspects are particularly faced by rural households and small-scale farmers who depend on subsistence farming. Moreover, the marginalized social groups should also bear importance.

These self evaluations coincided with literature. Namibia's agricultural sector is extremely vulnerable to climate change. The recently released IPCC WGIIAR5 report emphasizes that semi-arid areas were under threat. Namibia already is a water-scarce country. Moreover, because livelihoods and production systems are tightly linked to the availability of rain, the impacts of climate variability and climate change are and were felt severely. Vulnerable groups from the already marginal production areas, such as women-led households and young people living in rural areas of Northern Namibia, are particularly dependent on subsistence agriculture. Other sources of livelihood are not developed enough to provide viable alternatives. Frequently occurring extreme climate events, such as flooding in the Cuvelai drainage system and severe droughts throughout the regions, are causing damage to the infrastructure and agricultural production and have detrimental effects on health.

The increased rainfall variability due to climate change impacts directly on the livelihood security of smallholder farmers in the north-central and north-eastern regions of Namibia. Crops and livestock production, food and water security, as well as other related aspects such as nutrition, health and well-being are threatened. For Northern Namibia, rainfall changes are predicted to lead to an increase in the length of the dry season, a decrease in the number of consecutive wet days and an overall delayed start and early cessation of the rainy season. For example, the recent 2012/13 drought had a significant impact on the country's crop production, with the northern areas being particularly affected. Over three-quarters of households (85%) planted late or did not plant at all due to poor and erratic rainfall. Farming households achieved less than 30% of their normal harvests. Food security at household level was also affected. The production of maize was reduced by 15.2% for communal consumption and by 53.3% for commercial purposes[18].

Based on these facts, the Project was implemented in the north-central and north-eastern regions of Namibia - key areas where rain-fed agriculture is present and where mixed production systems are in place. The majority of rural Namibia is concentrated in the communal areas of six regions, namely Oshana, Omusati, Ohangwena, Oshikoto, Kavango West and Kavango East. These regions are regularly and increasingly threatened by extreme weather events such as droughts and floods. The project was finally implemented in five regions of Oshana, Omusati, Ohangwena, Oshikoto and Kunene. The two Kavango regions were excluded based on the recommendation of the Mid Term Evaluation and Kunene was added in response to the demand by the regional council there. The final evaluation was conducted in the five regions and consultants had visited all except Kunene to collect data.

The targeted zones of the Project were chosen based on requests from local communities and regional governments to become partners in the adaptation pilots. Targeting also took into account the geographical location and the social groups included in the baseline projects (i.e. the Green Scheme,

[18] World Food Programme. 2013. Emergency Food Security Assessment in Communal and Resettlement Areas of Namibia' of May 2013, a study commissioned by the Office of the Prime Minister.

the Integrated Initiative in support of Urban and Peri-Urban Horticulture in Namibia (UPH) project, Dryland Crop Production Programme (DLCP), and – initially – the Food for Work / Cash for Work programme11. On this basis, Omusati, Oshana, Ohangwena, Oshikoto, Kavango East and West constituted the project area for region level activities[19].

Most of the rural population is found in those regions which were targeted by the Project. The project focused its activities on 80% of most food insecure women-led households in vulnerability hot-spots. The targeting strategy resulted in 4,000 households benefiting from the Project. The issue relevant to the evaluation was an assessment of the Project areas as differentiated according to the different types of activities carried out. Project activities, technologies/practices for climate-smart crop production, water harvesting, inclusive financial services, market linkages and value chains development, were reviewed, based on known and tested approaches. An assessment will also be carried on targeting. Within each region, targeting was assessed at two levels (i) geographic, and (ii) household. In each of the six regions, the evaluation assessed whether Project interventions targeted regions that are a) highly vulnerable to climate change, b) dominated by extensive crop practices, c) hosting relevant baseline development projects and d) have vulnerable group households.

The evaluation assessed that The SCORE Project was relevantly in line with the UNDP Strategic Plan, CPD, UNDAF, UNSDCF, SDGs and GEF Operational Programs. It fully reflected the priority measures as identified by Namibia's National Climate Change Action Plan. This included, on the one hand, the promotion of new technologies to address climate change problems with a focus on supporting women and children. And on the other hand, the development of climate-resilient farming practices. These, in turn, contributed to the achievement of critical national development goals. The SCORE project was developed based on lessons and practices tested on previous GEF investments, a SPA project (2007 to 2010) and SGP/CBA project (2009-2011) in the target regions to enhance climate change resilience amongst smallholder farmers in northern Namibia. The terminal evaluation also assessed and concluded the following:

a) The SCORE Project was integrated into national sustainable development and poverty-reduction strategies. For example, SCORE helped to implement the 4 priorities of the National Development Plan;
b) SCORE Project successfully dealt with the vulnerabilities and adaptation priorities as mentioned in the Namibia Second National Communications (2011), the National Climate Change Policy (2011) and the National Climate Change Strategy and Action Plan (2013).
c) Key Policy, legislative and regulatory frameworks that demonstrated how Namibia provided the right framework for ownership of SCORE Project included the National Development Plan 4 (2012/13 – 2016/17), National Climate Change Policy (2011), National Climate Change Strategy and Action Plan (2013), National Disaster Risk Management Policy (2009), National Agricultural Policy (1995), and National Water Supply and Sanitation Policy (2008).

The Project mainstreaming climate-smart agriculture in NDPs and National Development Budget, which again was linked to current Climate Finance Readiness project of MET, delivered in collaboration with MoF and NPC.

[19] Project Document, page 22

The SCORE Project addressed several issues of development and fell in the scope of achieving at least three Sustainable Development Goals; SDG-1 To reduce hunger and poverty. It supported this through improved food security and livelihoods, SDG-3 To support gender equity and women's empowerment. It enhances the quality of life for women and SDG-7 To increase environmental protection. It supported sustainable resource management and environmental services. In terms of linkages to overall SDGs, the SCORE project was in line with SDGs as indicated in the table as demonstrated below:

SDG #	Target	Indicator	TE Assessment of alignment
1. End poverty in all its forms everywhere	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day	The proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)	The SCORE Project was relevantly implemented in the regions with the highest incidence of poverty - Kavango (57%), Ohangwena (45%) and Oshikoto (41%). The project approach was to synchronize the efforts contributing to poverty alleviation and improved livelihoods.
	1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	2.2.1 Proportion of population living below the national poverty line, by sex and age 2.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	SCORE positively addressed the poverty-environment nexus. All project activities contributed to and were aligned to the environmental conservation activities of the project contributed to poverty reduction.
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	2.1 By 2030, end hunger and ensure access by all people, in particular, the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	2.1.1 Prevalence of undernourishment 2.1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES	Under outcome 2, the project aimed to reduce vulnerability to droughts and floods through the restoration of wells and enhancement of floodwater pools for food security through 3 targeted interventions: a) Flood and drought control measures provided to smallholder farmers in flood-prone areas by first mapping flood and drought prone areas and scoping out flood and drought control measures, then undertaking restoration of traditional wells and enhancement of inland ephemeral floodwater pools, followed by training of communities on the management of harvested water and multipurpose use the water for livestock, irrigation, fresh vegetable production or inland aquaculture; b) Increase the use of climate-smart irrigation in the seven regions by setting up some irrigation systems in project zones; introducing relevant Conservation Agriculture practices to complement irrigation, training farmers on the proper use and maintenance of irrigation systems and setting up a local level resource monitoring programme (linked to monitoring systems

			of other outcomes and the farmers' action research); c) Support climate-smart fish farming by establishing fish ranching in suitable areas, providing farmers with necessary inputs (e.g. fingerlings for start-ups) and developing a market access strategy for each aquaculture investment. This component was not carried out as planned based on the reasons provided in the PIR for 2019. Literature shows that this component has become a topical issue these days, therefore the evaluation recommends more investments be made in this component in the next national agriculture budget.
Ensure healthy lives and promote well-being for all at all ages	2.22.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age 2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)	The TE concluded that that SCORE Project was relevant to the needs of Namibia and the geographical areas it was implemented. Although Namibia is classified as a middle-income country, about 20% of the population is classified as poor and about 9.6% as severely poor. The regions with the highest incidence of poverty are Kavango (57%), Ohangwena (45%) and Oshikoto (41%) ,51.64% of Namibian's are female, 48.36% male and 23% of the total population are under the age of 15. The overall age expectancy is 66 years for females, and 63 years for males. Looking at the percentage of stunted children, nutrition and ultimately health and development indicator, the average stunting in the country is 29%. The number of stunted children in the Kavango Region is 40%, in Ohangwena Region 34%, Omusati Region 28%, Oshana Region 28%; and Oshikoto Region 32%, respectively. These rates can be considered as high for Namibia, anticipated climate change impacts are likely to worsen performance on such an indicator.
	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and	2.3.1 Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size 2.3.2 Average income of small-scale food producers, by sex and indigenous status	The TE concluded that project contributed to food security at households and community levels through improved nutritional diets. Learners have gained insights into agriculture through practical lessons, and in addition, they benefited from feeding nutritious vegetable and fruits. The farmers' skills have been enhanced through various interventions offered by the project and conservation agriculture has, to a certain extent, improved

	equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment		the harvests. Successful farmers can generate needed income for their families. Likewise, the SCORE Project influenced the ploughing policy of the MAWF that now requiring the ripping to commence in October. Many key informants noted that farmers have acquired gardening implements, their livelihoods improved, and their skills enhanced.
	2.4By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	2.4.1 Proportion of agricultural area under productive and sustainable agriculture	The SCORE Project had practical examples of success for sustainable agriculture, land use and water harvesting: ☐ Flood and drought control measures provided by restoring five existing earth dams targeting 10,548 females and 6,010 males. Four of the earth dams are approximately 40m (length) x 40m (width) x 3m (depth) = 4,800 m3 (480 loads), while another is 21,000m3 (2,100 loads). ☐ Flood and drought control measures provided by restoring/constructing six hand-dug wells each serving an average of two villages benefiting 627 females and 443 males. ☐ To promote water conservation management practices and measures at individual and institutional levels, the project promoted the adoption (through installations) of alternative water saving systems appropriate for dry land areas. ☐ Climate-smart fish farming was practiced through the improvement of ponds and supply of fingerlings to project beneficiaries (5 females and 5 males, and 6 orphans).
5. Achieve gender equality and empower all women and girls	End discrimination against women and girls. End all violence against and exploitation of women and girls. Eliminate forced marriages and genital mutilation. Value unpaid care and promote shared domestic responsibilities.	5.a.1 Women's ownership of agricultural land 5.a.2 Women's equal rights to land ownership	SCORE Project practiced mainstreaming as a 'twin-track strategy' that involved (1) integrating women, girls and men's needs and interests into all development policies, programmes and projects and; (2) developed interventions oriented at empowering women. Gender equality and women's empowerment (GEWE) objectives were an integral part of the human rights-based approach (HRBA) since the elimination of discrimination against women and women's rights has a central place in international human rights law

			The project targeted 4,000 households as direct beneficiaries, with 80% of the households being women or orphan-led, and children from 75 schools. The project objective was to reduce the vulnerability of rural communities in responding to drought and floods in Northern Namibia, with a special focus on women and children. The objective was achieved through three inter-related outcomes: (1) Small-holder adaptive capacity for climate-resilient agricultural practices strengthened; (2) Reduce vulnerability to droughts and floods; and (3) Mainstreaming climate change into national agricultural strategy/sectoral policy, including budgetary adjustments for replication and scaling up. However, the TE found that women, who constituted the bulk of farmers had no rights to ownership of land on which they practiced agriculture
13 Take urgent action to combat climate change and its impacts*	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	13.1.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies 13.1.3Number of countries with national and local disaster risk reduction strategies	The project objective was to reduce the vulnerability of rural communities in responding to drought and floods in Northern Namibia, with a special focus on women and children. The objective was achieved through three inter-related outcomes: (1) Small-holder adaptive capacity for climate-resilient agricultural practices strengthened; (2) Reduce vulnerability to droughts and floods; and (3) Mainstreaming climate change into national agricultural strategy/sectoral policy, including budgetary adjustments for replication and scaling up.
	13.2 Integrate climate change measures into national policies, strategies and planning	13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a	The project objective was to reduce the vulnerability of rural communities in responding to drought and floods in Northern Namibia, with a special focus on women and children. The objective was achieved through three inter-related outcomes: (1) Small-holder adaptive capacity for climate-resilient agricultural practices strengthened; (2) Reduce vulnerability to droughts and floods; and (3) Mainstreaming climate change into national agricultural strategy/sectoral policy, including budgetary adjustments for replication and scaling up.

		manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other)	
	13.5 Promote mechanisms for raising capacity for effective climate change-related planning and management in the least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities	13.5.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities	The TE concluded the SCORE Project built and left existing structures by adding and/or enhancing climate change adaptation component to local communities. Farmers learned and are practicing specific conservation tillage techniques. During the terminal evaluation, farmers demonstrated effective skills in land preparation, ripping techniques, planting, weeding, harvesting and post-harvesting activities as well as the basic business skills required to sustainably manage income-generating agri-business.

8.3. Effectiveness & Efficiency (*)

In terms of cost-effectiveness, the terminal evaluation finding was that SCORE moderately achieved its original objectives. Several design options were considered for the project before the final design was proposed. The Project design clearly identified activities that were piloted/demonstrated through previous projects such as the CBA and CCA: CPP-SLM approach, amongst others. An emphasis was placed on implementing a rigorous approach to community mobilization and engagement. The evaluation concluded that this approach generated long-term replication activities amongst the local population. This should aid the Government in the long-term to implement cost-effective extension work throughout the country, with a climate change focus. SCORE successfully applied approaches and lessons learnt. These can easily be extended and applied in the North Central and Kavango regions in Namibia. The SCORE project successfully worked with Government, NGO, private sector and community initiatives and programmes that work towards combating climate change and assisting communities to cope with drought and floods. The Project built and left existing structures by adding and/or enhancing climate change adaptation component to local communities. Farmers learned and are practicing specific conservation tillage techniques. During the terminal evaluation, farmers demonstrated effective skills in land preparation, ripping techniques, planting, weeding, harvesting and post-harvesting activities as well as the basic business skills required to sustainably manage income-generating agri-business. On average all interviewees commended the effectiveness of the project.

Effectiveness: The project successfully achieved its objectives in terms of the number of farmers that benefited from it. This number exceeded the original figure. From the interviews during the field visits, all farmers expressed their appreciation for lifelong gardening skills that were developed as well as gardening implements, seeds and fertilizers all of which contributed in no small measure to food security, income generation. The conservation of agriculture was partially achieved. Effectiveness was however lowered due to, among others, low-level participation of extension staff of the MAWF due to inadequate resources (such as transport, personnel) and drought.

The TE interviewed stakeholders who had been involved in the baseline self-capacity assessment to track the effectiveness of stakeholder capacity building, both operationally and technically. The terminal evaluation was also able to interview initial farmers who had experienced the full project cycle. Evaluators assessed that the design, implementation and evaluation of the project incorporated activities and mechanisms to ensure on-going and effective stakeholder participation throughout project cycle.

Replication of activities could also be enabled by the incorporation of adaptation into the comprehensive project M&E system, which may be taken up in planning process in other districts. In this way, bottom-up information on project effectiveness can be fed into district and national level planning processes and contribute to the development of a climate finance ready system into the future. All key informants responded that the project provided them with critically needed gardening implements, seeds and fertilizers and most importantly, lifelong gardening skills.

Efficiency: The efficiency in the implementation of the project is evident in the collaboratively working relationships that was established between the beneficiaries and the project team. Delivery and installation of materials were done smoothly and professionally by the project coordinators and communication channels were viewed as excellent. The project activities were however not fully integrated into the work plans of the MAWF. The TE was also learnt (slow) procurement of goods and services and coordination amongst the key entities compromising the efficiency of the project implementation. Despite the regular meetings of the PSC and its efficiency in making decisions, it did not include an expert in finance, thereby compromising the efficiency of the implementation of the project.

As for the efficiency, all farmers commended the timely professional technical and advisory services provided by the Regional Project Coordinator. They confirmed that the project supported the GEF focal area and strategic priorities and supported community resilience to climate variability and climate change in northern Namibia. The TE concluded that the level of stakeholder participation and

ownership in project design and implementation was high; the project supported the needs of relevant stakeholders, and the implementation of the project was inclusive of all relevant stakeholders. Local beneficiaries and stakeholders were also adequately involved in project design and implementation

Delivery and installation of materials were done smoothly and professionally by the project coordinators and communication channels were viewed as excellent. Project activities were integrated into the work plans of the MAWF. Issues that did not work efficiently include (slow) procurement of goods and services and coordination amongst the key entities. Interviewees reckoned that the PSC was efficient in making decisions and provided guidance while the other stated that the body was unnecessarily too large with limited expertise in finances. Some interviewees raised concerns that the closure of the project was not officially communicated to the offices of the regional councils and to the constituency councillors.

Finally, the SCORE Project demonstrated logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources. GEF funded activities and project objectives were well supported. GEF-funds helped to fill gaps (or give additional stimulus) that are necessary but are not covered by government or other donors.

8.4. Country ownership

Evaluators concluded that SCORE Project enjoyed adequate country ownership. The Project was nationally implemented by the Ministry of Environment and Tourism (MET) which functioned as the Implementing Partner to UNDP. Ministry of Agriculture, Water and Forestry and the Ministry of Urban and Rural Development functioned as Responsible Parties to the Implementing Partner. Execution included coordinating action on the ground, engaging partners and service providers, including those directly tasked with implementation, while also closely monitoring the project and reporting according to procedures outlined in the project document. Namibia boasts of numerous policies, accompanied by the principles and objectives that support climate-smart agriculture, which were enablers of the SCORE Project. Key Policy, legislative and regulatory frameworks that demonstrated how Namibia provided the right framework for ownership of SCORE Project included the National Development Plan 4 (2012/13 – 2016/17), National Climate Change Policy (2011), National Climate Change Strategy and Action Plan (2013), National Disaster Risk Management Policy (2009), National Agricultural Policy (1995), and National Water Supply and Sanitation Policy (2008)- just to mention few. Interviews with Government officials confirmed that Government has already budgeted for and are already preparing to integrate SCORE and its benefits into the national smart agriculture plans. The evaluation team concluded that the country demonstrated adequate ownership of the Project.

8.5. Mainstreaming

It was the evaluation's finding that the SCORE Project successfully mainstreamed other UNDP priorities. including poverty alleviation, improved governance, the prevention and recovery from natural disasters and gender. SCORE, as one of UNDP's supported GEF financed project, was a key component in UNDP country programming, as well as regional and global programmes.

The terminal evaluation literature review showed that the mainstreaming problem in Namibia is not the lack of policies or even the fact that they may not be supportive of climate-smart agriculture. In fact, the policy content is impressively good[20]. Key Policy, legislative and regulatory frameworks reviewed by terminal evaluators included the National Development Plan 4 (2012/13 – 2016/17), National Climate Change Policy (2011), National Climate Change Strategy and Action Plan (2013), National Disaster Risk Management Policy (2009), National Agricultural Policy (1995), and National

[20] Project document, p40

Water Supply and Sanitation Policy (2008)- just to mention few. The evaluation concluded that the lack of implementation is posing the greatest problem. Namibia boasts of numerous policies, accompanied by the principles and objectives that support climate-smart agriculture. Evaluators concluded that implementation is unsatisfactory because of:

- ☐ Insufficient results-based management to guide planning and budgetary allocations;
- ☐ Unclear roles and responsibilities;
- ☐ Limited performance management;
- ☐ Ineffective inter-agency cooperation and coordination in the areas of agriculture, irrigation and water development, sustainable natural resource management, rural and regional development, rural infrastructure, food security and nutrition and drought and disaster management;
- ☐ Inappropriate transfer of resources from the Central Government to regional institutions so as to enable locally driven development plans.

As demonstrated by 100% of interviews, and detailed in the field trip report, SCORE registered positive effects on local populations (especially - income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability). These positive effects show the extent to which the project objectives conformed to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents. SCORE outcomes contributed to better preparations to cope with disasters or mitigate risk and attended to the people farthest left behind including the poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project. Finally, SCORE positively addressed the poverty-environment nexus. All project activities contributed to and were aligned to the environmental conservation activities of the project contributed to poverty reduction.

Over the past decade, the above inefficiencies in policy cohesion and implementation have been addressed through various donor and government-funded projects. Moreover, aligned with the SCORE intervention, special focus has been placed on raising climate change awareness in rural areas where the most affected and vulnerable populations are. Yet still, communities in Northern Namibia cannot cope with natural phenomena such as floods and droughts. Consented efforts in policy mainstreaming can thus empower communities to respond more effectively to these impacts.

The terminal evaluation learned that the MET is Namibia's designated institution for Climate Change. As such, the Ministry has an established Climate Change Division, headed by a Deputy Director for Climate Change. The Ministry chairs the National Climate Change Committee (NCCC) and coordinates the mainstreaming of climate change interventions throughout other sectors. MET is the lead institution tasked with the coordination of Namibia's National Climate Change Strategy and Action Plan (NCCSAP). Although at its design the SCORE programme was tightly embedded within the strategy and plan, the NCCSAP was considered as a baseline for this outcome. At the close of its life, SCORE was the only programme that connected to the land and inland water-based elements of NCCSAP's food security components. This was also the only project with a specific focus on vulnerable groups to date. Without the SCORE project, these critical components of Namibia's NCCSAP could not be realized. The evaluation therefore suggests that MET should find a successor to SCORE to carry out the role being left behind by the Project, while at the same time the MAWF should find resources to fully integrate / mainstream the activities leftover by the project.

Another potential to link the beneficiaries of the SCORE Project is the Namibia National Farmers' Union (NNFU). It is a national federation of regional farmers' unions established in June 1992 to represent the Namibian communal and emerging farmers. The evaluation learned that NNFU aims to increase food production for household security, enhance marketing of farming products to increase household income, increase participation and recognition of women in farming, contribute to environmental protection and sustainable utilization of natural resources. In recent years, it has strengthened the implementation of its mandate by providing services and by having an advocacy

function. The terminal evaluation recommends that SCORE beneficiaries should be linked to three of its programmes relevant to SCORE farmers:

- ☐ Policy Education and Advocacy which promotes the active participation of small-scale farmers in the design and drafting of a conducive and enabling policy environment in terms of agriculture, water, land and credit amongst others. Moreover, it seeks to involve smallholders in the implementation of national policies, acts and legislations, projects and schemes. It should also serve as a conveyor belt between farming communities countrywide and service delivery institutions.
- ☐ Institutional Strengthening and Capacity Building, which works via local farmers' associations and regional farmers' unions on planning and leadership.
- ☐ Business Advisory and Trade links unit assisting farmers to organise as small-scale farmers for collective marketing purposes. This is to enhance their bargaining power, critically analyse factors that influence the commodity market chain and understand factors that influence price structures in the marketplace.

8.6. Sustainability (*)

The terminal evaluation concluded that the SCORE Project sustainably worked to various levels of effectiveness with the Government, NGOs, the private sector, community initiatives and programmes that aim to improve food security by means of climate-smart agricultural practices and which assist communities in coping with droughts and floods. Amongst others, the following parties were involved: The Directorate of Engineering and Extension Services (DEES), the National Early Warning and Food Information Unit (NEWFIU), the Comprehensive Conservation Agriculture programme and DLCPP. The Project added value and enhanced the climate change adaptation component of already existing initiatives. An assessment of all project implementation and monitoring minutes and reports, through the guidance of the Project Steering Committee, the Project relied on Regional Councils and other similar community organizations to identify and address development issues by moving away from a strictly programmatic solution and instead relying upon a Sustainability Strategy to achieve development objectives.

Sustainability was rated the lowest amongst the five criteria used in the assessment by all interviewees. The terminal evaluation assessed that the SCORE Project advanced the objectives of environmental sustainability by integrating climate-smart agriculture into national policies and by allowing communities to lead the planning and implementation of the adaptation measures as addressed in outcomes 1 and 2. By means of partnerships with the non- governmental sector, the Project attempted to develop sustainable financing models but with limited success because few such NGOs were operating in the SCORE regions. The terminal evaluation could not establish any adaptation efforts in financing models since they are necessary beyond the lifespan of this Project. The Project did not pilot sustainable microfinance options at such a large scale that could thereafter continue to be used. For example, local Self-help Groups (SGHs) did not lead to replications by the local farmers.

The terminal evaluation concluded that SCORE achieved Institutional sustainability through capacity building on climate-smart agriculture and support actions at different levels. At the local farmers' level and based on demand, SGHs received support in the form of trainings, micro-finance solutions and specific implements. The capacity building components of the Project empowered stakeholders. From the local smallholders to regional authorities and governmental and non-governmental organizations, stakeholders confirmed that they will deal with climate change not only by providing information but also by piloting workable climate resilient capacities which will bring benefits beyond this project's lifetime. Capacity support investments at Regional Councils laid the foundation for decentralized adaptation approaches. The Project regions-built capacities to help build a network of practitioners knowledgeable about climate risks, adaptation options and tools to facilitate farmers' resilience, especially those that come from vulnerable groups. A participatory and shared monitoring of project results enabled the mainstreaming of climate change into the plans and budgets of MAWF, Regional Councils and other relevant project partners, thus setting the foundation for institutional sustainability.

Social sustainability was achieved to moderate levels. This was supported by means of working with the existing (government and non- government) organizations and by explicitly targeting women and other vulnerable groups. Women are often left behind while men migrate. Thus, their engagement in the Project could be recognized as critical to social sustainability. As above, the approach of starting small with demonstration activities then scaling-up promoted a momentum and allowed the Project to generate more support, improving the targeting of benefits. However, this was not successful in putting into place financial services to take the place of grant financing in years 3, 4 and 5 of the Project as originally envisaged.

The terminal evaluation assessed that sustainability of Conservation Agriculture and Smart Agriculture beyond the SCORE Project were challenged by limited capacity to purchase inputs for climate-resilient agricultural methods. The absence or insufficiency of high-tech inputs is a key barrier to the implementation of innovations and new practices in the field of climate-resilient agriculture. Moreover, women-led households are generally poorer than men-led households and they lack the resources required to purchase climate-adapted seeding materials or farming tools such as rippers. Given the micro-gardens they are implementing and considering that most smallholder farmers in in the Project area are subsistence farmers, it becomes clear that agricultural production is a limited source of income. If cash is generated, then it is not necessarily reinvested to increase future production. At this point in time, other necessities such as the purchasing of additional food products, sending children to school or health care are superior to the need of investing in long-term adaptive measures.

Access to loans and microfinance solutions is often difficult for smallholder farmers. First, there are few providers of such services. Second, in Namibia there is a collateral requirement. Moreover, because of the communal land rights the collateral is hard to pledge. Furthermore, saving groups, which are popular in other African countries, are not that well established in SCORE Project area. Major sources of financing in the rural areas of Namibia are pension payouts as well as remittances sent by family members working in towns.

Another sustainability challenge is in incorporating capacity to deal systematically and in the long-term with threats posed by extreme climatic events such as drought and floods. That requires ongoing technical support to farmers. Extreme events in Namibia have been consistently regarded as unforeseeable disasters, ingrained in the national policy framework that is responsive rather than proactive. For example, in a highly variable climate it is "normal" that livestock numbers are seasonally adjusted through migration of off-take to match the availability of grazing. However, drought relief consisting of food aid and livestock marketing incentives are common and usually come at great government expense.

Sustainability can be assured by implementing robust policies. There are several analyses of how drought and floods could be better addressed at the policy and government service levels. A new Disaster Risk Management Policy has been recently developed in Namibia. Vulnerable households do not usually invest their resources to flood-proof their infrastructure and fields and they also do not have the necessary financial cushion to be able to manage their livestock in response to variable conditions. Such households often lack the basic capacity to take precautionary measures that would otherwise help them overcome severe shocks such as those related to flooding and drought. Such policy frameworks can increase knowledge as to which of the simpler and more effective protective measures could be applied. Additionally, there is a general sense of overburdening observed in such households. Although women are often considered to be more innovative and willing to try new things, they are the poorest and most vulnerable and lacking the needed capacity. The constant focus is on survival while planning and investment are for the shorter term.

Sustainability can be boosted if Government reduces resistance of relevant sectors to prioritize climate change resilience. Although over the past decade, climate change has become an increasingly prominent issue in Namibia, the commitment to take measures is still insufficient. Despite the excellent

guidance and leadership of the Ministry of Environment and Tourism (MET) in matters of understanding climate change and its impacts on Namibia, a sense of urgency lacks in most sectors. The MET has been promoting awareness, piloting response measures and enabling a policy environment for the mainstreaming of climate change adaptation into government responses.

8.7. Impact

The evaluators assessed the extent to which the SCORE Project achieved impacts or progressing towards the achievement of impacts. Key findings brought out in the evaluation include whether the SCORE Project demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.

From an ecological viewpoint, the introduction of conservation agriculture and climate-smart agriculture would sustainably increase productivity, resilience and enhances the achievement of national food security and development goals. The commencement of rip ploughing was singled out by 100% of farmers and government interviewees as having a noticeable impact on the livelihoods of the people. In the absence of baseline information on the ecological systems, one could argue that the floods and drought control measures such the rehabilitation of the earth dams and traditional wells have resulted in the reduction of stress in ecological systems in the affected regions. Besides, the SCORE Project has impacted beneficiaries with requisite skills that are being transferred. Thus, progress was indeed made towards those impact achievements.

The overall impact of the SCORE Project will be measured as successful based on how far the Government will take over and assimilate its impacts into successor Government projects and policy implementation in 2020 and beyond. The recommendations and lessons learned still require to be incorporated into next Government programmes on conservation agriculture and climate-smart agriculture.

9.0. Conclusions, Recommendations & Lessons

Conclusions proffered in this section build on findings and are based in evidence. Recommendations for the terminal evaluation are prioritized, specific, relevant and targeted, with suggested implementers of the recommendations. Lessons offered have wider applicability to other initiatives across the region, the area of intervention, and for the future.

9.1. Corrective actions for design, implementation, monitoring and evaluation of the project

1) Development of an M&E plan in order to assess project impacts, support knowledge management, learning and adaptive management

The SCORE project was developed based on lessons and practices tested on previous GEF investments, a SPA project (2007 to 2010) and a SGP/CBA project (2009-2011) in the target regions. Thus, the focus was to expand experiences and lessons learnt about building climate change resilience amongst smallholder farmers in northern Namibia and further improvements in new adaptation learning. The Agriculture sector in Namibia also realized that increased actions and investments into climate-smart agricultural development are needed to assist Namibia's small holder farmers to build more sustainable agricultural futures. In March 2018, the PMU commissioned an appropriate assessment of project impacts to support knowledge, learning and adaptive management. Based on the findings and recommendations of the mid-term evaluation, the SCORE project designed a participatory M&E plan in order to assess project impacts, support knowledge management, learning and adaptive management. The monitoring system tracked three levels of benefits as well as the climate baseline to attribute the benefits identified to the project.

Key actions implemented included:

i) Revision of the M&E framework in line with the recommendations, results framework and UNDP GEF AMAT indicators;
ii) Conducted a Gender assessment combined with the impact assessment planned in output 3.1 of the project workplan;
iii) Revised and updated the Local Level Resource Monitoring Tool to cover intervention areas and gender disaggregated data;
iv) Revised the project log frame to ensure results-based delivery of the remaining project activities by carefully unpacking the project document and strategy into implementable action plan;
v) At the SCORE Project level, the PMU improved monthly, quarterly and annual progress reports to ensure results-based reporting instead of activity-based reporting - based on the updated M&E Plan and the indicators therein. AMATs was better synchronized with the project results framework;
vi) The PMU also improved on data collection, analysis and reporting standards. The Local Level Resource Monitoring Tool was updated, and data was consistently captured till the close of the Project.

The project impacts, knowledge management, learning and adaptive management benefits that derived from these actions included:

- ✓ Environmental Benefits: Environmental benefits from this SCCF project derived from a decrease in land degradation and soil erosion through the adoption of sustainable climate-smart agricultural practices leading to overall environmental sustainability.
- ✓ The monitoring system tracked causal pathways in order to test the theory of change.
- ✓ Social Benefits: Social benefits from this SCCF project derived from:

☐ Improvements in human capacity, especially women, children and other vulnerable groups;
☐ Local adaptive capacity for climate-smart agriculture strengthened by smallholder farmers' improved access to agricultural technologies specific to local farming needs;

- ☐ Increase in human capital of farmers and regional councils due to improved access to technical support; and
- ☐ Increase in institutional capacity to mainstream climate change adaptation concerns or absorption of best-practices and lessons learnt in national and district level development planning processes and spending plans improved the resilience of local communities to climate impacts in the long-term.

The AMAT and PIR should be refined to avoid double reporting across indicators using the same targets. This should be preceded by refining of the project indicators.

The terminal evaluation noted that SCORE had many aspects which were learning by doing. The learning is that while the evidence base was being developed, it was vital that a learning-by-doing approach be adopted at project level. This approach required constant reflection to inform change - both during project implementation - and to continue to collect lessons post-implementation that would facilitate longer-term adaptive management. In cognizance of this, the M&E plan and log frame could be reviewed and refined to include AMAT and project development indicators.

Future learning-by-doing approaches should include the following:

a) Hire M&E experts through direct support nationally to be implemented by UNDP guide the project team to refine the project indicators in line with the AMAT tracking tool, and PIR reporting.
b) Develop an M&E framework in line with the UNDP GEF and SDGs reporting guidelines.
c) PMU to adopt results-based reporting instead of activity-based reporting based on the updated M&E framework and the indicators therein supported by the Local Level Resource Monitoring Tool. Monthly, quarterly and annual PIRs, and AMATs should be submitted for ease of information compilation.
d) Revise the project log frame.
e) Improve on data collection, analysis and reporting standards in line with UNDP GEF guidelines.
f) Periodic monitoring through oversight missions to be done by the UNDP CO and the UNDP-GEF region-based staff to project sites and with additional PSC members

2) Revision of the SCORE Project work plan to reprioritize project activities into implementable interventions after the mid-term evaluation.

Given the low percentage implementation rate assessed by the mid-term evaluation, and the fact that the project design was very ambitious for the budget, in March 2018 the Project Steering Committee (PSC) facilitated an assessment of the state of implementation and the realities on the ground and considered whether the project should start all those neglected implementation activities or drop them entirely.

Key actions taken included the following:

The PMU assessed viable activities for implementation in the remaining project period. The assessment identified barriers and adaptation solutions were adopted for the going implementation of the project; and

The PMU reprioritized and revised the project work plan of the remaining project activities by carefully unpacking the project document and strategy into implementable action plan compatible with the budgetary spending and in accordance with UNDP financial guidelines/policies. The Project also scaled down activities in all the regions especially the Kavango East and West regions and developed regional-level work plans to ensure higher level of ownership and integration.

9.2. Actions to follow up or reinforce initial benefits from the project

The terminal evaluation concluded that the Project addressed four key barriers that hindered stakeholders (in government, civil society, private sector and communities) from adopting practices that address climate risks in baseline programs, thereby weakening adaptive capacity and resilience of the local production systems and livelihoods. These were: i) Insufficient information and know-how on new agricultural techniques (for extension, support services and local communities); ii) Limited affordability to purchase inputs for climate-resilient agricultural methods; iii) Inadequate capacity to deal systematically and in the long-term with threats posed by extreme climatic events such as drought and floods; iv) Resistance to prioritize mainstream measures to increase adaptive capacity and resilience by productive sectors.

The SCORE Project identified an ambitious program of work to address these barriers, that include the three outcomes. The terminal evaluation concluded that although the strategies identified to address the barriers were adequate to address the barriers to creating adaptive capacity and resilient production systems and livelihoods in the North, the actual project as described in the Project Document sought to address too many issues in too many areas with a very small budget. Implementing the strategy outlined in the project for the six original and one additional region (added during inception phase) would require a much larger budget than the US$ 3.5 million allocated.

The inadequate budget was exacerbated by the fact that the stakeholders' participation plan has not been adhered to during the implementation period. The Project Document outlined an implementation strategy that would involve active participation of the private sector (AMTA), civil society and the two universities, a strategy which increases resources (skills and co-finance) for project implementation. However, there was no meaningful participation of civil society and universities in actual project implementation on the ground, although they remain a part of the PSC. Changing the participation plan without adjusting the project strategy reduced the resources available for project implementation and resulted in a very limited portion (12.3%) of the project being implemented with 70% of the budget spent. Project implementation focused on 5 out of 17 outputs – with most of the work done to date focusing on only two outputs - 1.4 and 1.5 - with a little bit on outputs 1.6, 2.1 and 3.3. This changed the character of the project from one focused on building adaptive capacity and resilience of the production system and livelihoods, to one demonstrating the role of conservation agriculture in tackling climate variability and climate change.

However, the SCORE Project delivered impressive results for the outputs that it prioritized. An assessment of the Logframe shows that the project exceeded the end of project target for the objective. By mid-term evaluation the Project had reached 4,759 beneficiaries (instead of 4,000) and by the end of the project, this number has increased to 15,063 beneficiaries.

The project addressed four key barriers that hinder stakeholders (in government, civil society, private sector and communities) from adopting practices that address climate risks (in baseline programs, thereby weakening adaptive capacity and resilience of the local production systems and livelihoods. The four barriers, as written in the Prodoc are:

- Barrier 1: Insufficient information and know-how on new agricultural techniques (for extension, support services and local communities). Although best practices existed on the ground, most farmers were unaware of climate change, its impacts on livelihoods or the best practices that could tackle the challenges. They lacked information on new and innovative practices, and were anyhow reluctant to adopt new and untried practices. This was exacerbated by the fact that the extension service could not take on-board untested technologies.
- Barrier 2: Limited affordability to purchase inputs for climate-resilient agricultural methods. Poor households had limited resources to invest in technologies for improved agriculture, amid other competing needs. At the same time, subsistence agriculture had limited financial returns which were rarely re-invested in improving practices especially by poor families (women and orphan headed). This was exacerbated by poor access to financial services (loans, savings and credits).

- Barrier 3: Inadequate capacity to deal systematically and in the long-term with threats posed by extreme climatic events such as drought and floods. Although the Northen region is exposed to increasing bouts of drought and floods, managing them is more reactive than proactive. This especially affects availability of water for livestock during dry seasons (droughts), and disrupts livelihoods and damages infrastructure (floods). Despite the new disaster risk reduction policy, poorer households do not integrate localized measures into day to day decision making and practices. This is exacerbated by lack of simple pragmatic measures to tackle both flooding and drought risks simultaneously.
- Barrier 4: *R*esistance to prioritize mainstream measures to increase adaptive capacity and resilience by productive sectors. Although the government had now adopted conservation agriculture as a tool to tackle climate variability and climate to adapt agriculture to climate change, the lessons generated by the National Program on Sustainable Land Management Capacity Building Partnership Program (CPP) on mainstreaming climate risks into productive sectors policies and on local level adoption of climate-smart agriculture were not being adopted rapidly enough to meet the national food security requirements. This was exacerbated by a seeming lack of urgency by productive sector ministries to mainstream climate change considerations, and poor linkages between policy and practice.

For the Government of Namibia, the evaluation recommends the adoption of a long-term solution to enhance the resilience of vulnerable smallholders Northern Namibia. This can be achieved by means of a package consisting of support measures such as the provision of agricultural inputs, market access, capacity development and the supply of financial services. Insights from SCORE Project should be systematically integrated into regional and national strategies related to climate change, both in the public and private sectors.

Through the current Government departments and NGOs in the sector the focus should be to scale up and improve access to knowledge of climate-smart agriculture to rural farmers. Namibia's rural regions need basic information related to climate change, adaptation measures and climate-smart agriculture. Information needs are manifold and will have to be tailored to the specific requests and interventions of each region. An information and delivery system should be provided by the partners: The Regional Councils and MAWF. This is to be achieved mostly through the training and mentoring of beneficiaries.

Climate-smart agriculture should be a focal theme for the self-help groups and field schools. Applying an innovative peer learning approach will ensure that information is not only availed but also readily put into practice and adapted to the specific needs of local farmers. The Farmers Action Research and Learning is at the heart of this recommendation and could have lasting effects on agricultural practices in northern Namibia. An approach that the CES has successfully piloted and for which it has received several rewards is central to this recommendation.

The Government should spearhead Improved food security and nutrition through land tillage and crop diversification. The mitigation of pests and crop diseases is of critical importance, especially on the background of extreme weather events which are likely to worsen these problems. For example, with incessant floods in Northern Namibia, an outbreak of armyworm threatens to send many crops to waste. Adaptation can occur by means of an integrated management of pests and improved veterinary services and care. Appropriate water harvesting initiatives and storage capacities were developed to take advantage of occurrences such as large rainfall run-offs. Thereafter, the water could be used during lower rainfall seasons. Applying conservation tillage methods can help improve soil water content as well as soil nutrients. In addition, vegetable gardens will also be promoted as a strategy to improve household nutrition.

9.3. Proposals for future directions underlining main objectives

1) Development of an effective project oversight Project Board, a comprehensive project implementation plan (with budgets) and procurement plan against which services are rendered and activities implemented

The mid-term evaluation found out that project expenditure had poor adsorption capacity and suffered from a misfocus in participation and output deliveries. The Project Document outlined an implementation strategy that would involve active participation of the private sector (AMTA), civil society and the two universities, a strategy which increases resources (skills and co-finance) for project implementation. However, there was no meaningful participation of civil society and universities in actual project implementation on the ground, although they remained a part of the PSC. Changing the participation plan without adjusting the project strategy reduced the resources available for project implementation and resulted in a very limited portion (12.3%) of the project being implemented with 70% of the budget spent. Project implementation focused on 5 out of 17 outputs – with most of the work done focusing on only two outputs - 1.4 and 1.5 - with a little bit on outputs 1.6, 2.1 and 3.3. This changed the character of the project from one focused on building adaptive capacity and resilience of the production system and livelihoods, to one demonstrating the role of conservation agriculture in tackling climate variability and climate change.

For future learning and adaptation, the terminal evaluation recommends that months before the mid-term evaluations the PMU should finalize a revised operational plan, revised procurement plan and annual work plan and budget to serve as decision-making reference points/tools for more results-based implementation and payments.

For the future, the PMU should continuously implement the work plan with, and submit monthly reports, quarterly and annual PIRs to MAWF, MET and UNDP. The project M&E plan should be followed consistently. UNDP CO to provide enough oversight.

The terminal evaluation concluded that the PSC was too large and cumbersome for effective decision making. To ensure more nimble oversight and effective supervisory services for similar projects the Project Board should be smaller to enable it to meet and take decisions more effectively. For example, in the context of SCORE the recommendation is that the PSC should be narrowed to MET, MAWF, MURD and UNDP, and designate other PSC members as Technical Advisory panel to review and advice the project before tabling the plans for PSC approval. In addition, in the future such a Project should:

- ✓ formulate a participatory M&E plan urgently and train Regional Coordinators, MAWF extension staff and the communities on M&E.
- ✓ revise and develop the local level resource monitoring tool that feeds into the M&E Plan and results framework
- ✓ provide continuous mentoring and refresher training on conservation agriculture, climate-smart agriculture and link project activities to the M&E framework supervised by the regional coordinators, MAWF-DAPEES extension officers and the beneficiary communities lead farmers and self-help group representatives.
- ✓ develop TOR and source experts to conduct training workshops (administer pre-training needs and rate post-training workshop) on the M&E framework for regional coordinators, MAWF-DAPEES extension officers and the beneficiary communities.

2) Development of policy brief to ensure the sustainability of the climate-smart agriculture or conservation agriculture

For future similar projects, to ensure that project implementation provides an opportunity for practice to inform policy processes, PMU should organize workshops (or a discussion fora) to assess the implications of project implementation, achievements and challenges on policies and policy formulation

process. They should use the lessons generated by the discussion to craft messages for policymakers and lobby for policy-based incentives to support widespread uptake of climate-smart agriculture.

Key activities could include the following:

- ✓ Holding workshop to discuss lessons-learnt and develop and update the project knowledge products for policymakers through the impact assessment under output 3.1.
- ✓ Preparing annual issue briefs and regional field stories
- ✓ Reviewing and contributing to the drafting of the Comprehensive Conservation Agriculture Programme (CCAP), National Climate Change Strategy and Action Plan (NCCSAP), National Strategy for mainstreaming disaster risk reduction and climate change adaptation into development

3) Continuing best practice through engaging academic institutions such as UNAM and NUST in future similar projects. Academic institutions should be evaluated to assess the capability to implement research activities

The terminal evaluation learned that SCORE successfully involved academic institutions in serious action research. In the future, the PMU should mobilize at the very least MSc or PhD researchers to use the project for research, which will contribute to technical publications. To guide the researchers to provide information that is relevant to the project management and learning, the PMU, with guidance from the PSC should develop a series of questions/topics for which further research is required. This can be generated in the course of designing an M&E system.

Specifically, the PMU can also use the following adaptive learning approaches:

- ✓ Determine engagement of UNAM through direct support to nationally implemented by UNDP in order to utilize the existing MoU between UNAM and UNDP
- ✓ Draft TORs for engagement for the implementation of research activities through new or existing memorandum of understanding (MoU) or engagement arrangement.
- ✓ Contract UNAM as a responsible party (RP) for the implementation of output 3.1, the undertaking of the impact assessment
- ✓ UNAM to select MSc and PhD students especially the Faculty of Agriculture and Natural Resources (FARC) through Ogongo campus to conduct research on holistic conservation agriculture and climate-smart agriculture towards the impact assessment in output 3.1.

4) Development of a sustainability and exit strategy in holistic and adaptive climate-smart agriculture or conservation agriculture through SCORE Project

The terminal evaluation learned that the Government has already put into place mechanisms to adopt SCORE Project results and follow-up. However, evaluators concluded that despite well-meant policy frameworks, the current constrained fiscal space and lack of adequate immediate plans to take over SCORE, it is unlikely that the adoption of SCORE by the government were sustainable in the short run. No funds have been allocated and no immediate plans were observed to support SCORE farmers during the onset of the current agricultural season. For future similar projects the terminal evaluation recommends that by mid-term review key actions should be taken to ensure proper handover strategy including the following:

- ✓ Develop a sustainability and exit strategy for holistic climate-smart agriculture or conservation agriculture using the project as entry point
- ✓ Hold regular exit workshops and refresher training for PMU staff, MAWF/DAPEES and community representatives on conservation agriculture and climate-smart agriculture
- ✓ Trials undertaken by the CRAVE-EIF and GIZ projects to be shared in order to ensure that those results are used to complement the impact assessment on climate-smart agriculture and conservation agriculture

9.4. Best and worst practices in addressing issues relating to relevance, performance and success

SCORE Project demonstrated that to achieve lasting impact Government and partners should facilitate access to microfinance and market linkage for smallholder farmers to promote replication and up-scale adaptive practices. To make this viable, Microfinance agencies could provide access to capital for low-income individuals. The literature on current lending initiatives, such as the Agribank, suggest that smallholder farmers are struggling to access funds because they are unable to meet funding requirements. Institutions such as the Kongalend who have been providing group loans to rural communities. Of crucial importance is the fact that this initiative is reaching the bottom of the socio-economic pyramid. Collaboration with the AMTA is also vital for direct market linkages with the existing National Fresh Produce Hubs in Northern Namibia.

The Government should refocus attention to climate change adaptation issues integrated into National Agricultural strategies and other relevant policy instruments. In the previous years, the Namibian government passed some policies aimed to enhance and promote sustainable rangeland management linking to climate-smart agriculture. This project has demonstrated that the establishment of a platform to review these policies, create an enabling environment for adaptation (availability of drought-adapted/resistant seeds, fertilizer and other implements) as well as strengthening current policies to facilitate the adaptive de- and re-stocking in drought and good rainfall years and develop a result-based management plan for climate-smart agriculture could be a best practice moving forward.

As SCORE Project is closing MET and MAWF should consider the lessons drawn from the SCORE project for the MAWF programme proposal and for integration into MAWF operations and budget. Both ministries should strategize at an early stage to ensure that this is not left as an "afterthought" in subsequent project implementation. The Government has a great opportunity to mainstream SCORE Project best practices and lessons learned into other relevant sector instruments, including microfinance, disaster risk management, preparedness and others.

a. **Annexes**

10.1. Terms of Reference: UNDP-GEF Terminal Evaluation for the SCORE Project

Introduction

These are the Terms of Reference (TOR) for the UNDP-GEF Terminal Evaluation (TE) of the full-sized project titled "*Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children*" ***(SCORE Project)*** (PIMS 4711) implemented through the *Ministry of Environment and Tourism (MET) and the Ministry of Agriculture, Water and Forestry (MAWF)*, which is to be undertaken in 2019. The project started in March 2015 and is in its final year of implementation. 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 TE upon completion of implementation. These TOR sets out the expectations for a TE of the SCORE Project.

The essentials of the project to be evaluated are as follows:

Project summary table

Project Title:	**Scaling up community resilience to climate variability and climate change in Northern Namibia, with special focus on women and children (Score Project)**			
GEF Project ID:	5343 PIMS 4711		*at endorsement (Million US$)*	*at completion (Million US$)*
UNDP Project ID:	00083204 00091803	GEF financing:	3, 050, 000.00	
Country:	Namibia	IA/EA own:	860, 000.00	
Region:	Africa	Government:	19, 157, 263.00	
Focal Area:	Climate Change Adaptation	Other:	500,000	
FA Objectives, (OP/SP):	1: Reduce vulnerability to the adverse impacts of climate change; including variability, at local, national, regional and global levels. 2. Increase the adaptive capacity to respond to the impacts of climate change, including	Total co-financing:	20,017,263.00	

	variability, at local, national, regional and global levels			
Executing Agency:	MET	Total Project Cost:	23,067,263.00	
Other Partners involved:	MAWF	ProDoc Signature (date project began):		March 2015
		(Operational) Closing Date:	Proposed: December 2019	Actual:

Objective and scope

The SCORE Project is a five-year project with an overall GEF/SCCF allocation of USD3, 050,000.00 and co-finance from UNDP USD 860,000 and GRN USD 19,157,263.00. The objective of the project is *to reduce the vulnerability of rural communities to drought and floods in Northern Namibia, with a special focus on women and children.* The project is being implemented in seven northern regions of Namibia namely: Oshana, Omusati, Ohangwena, Oshikoto, Kunene, Kavango West and Kavango East. These regions are regularly and increasingly threatened by extreme weather events such as floods which causes damage to infrastructure and agricultural productivity, as well as severe droughts. A combined effect of these natural disasters has detrimental effect on the livelihoods of people.

The project aimed to strengthen the adaptive capacity of 4,000 households to climate change and reduce their vulnerability to droughts and floods, with 80% of these households being women-led, and children from 75 schools in Northern Namibia. The project's desired outcomes include: *(1) Smallholder adaptive capacity for climate resilient agricultural practices strengthened; (2) Reduce vulnerability to droughts and floods; and (3) Mainstreaming climate change into national agricultural strategy/sectoral policy, including budgetary adjustments for replication and scaling*

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[21] 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 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 (*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: Ohangwena, Oshikoto, Oshana, Omusati and Kunene regions including the following project sites: Conservation Agriculture (CA) fields, micro-drip irrigation vegetable gardens, community earth dams and traditional wells. Interviews will be held with the following organizations and individuals at a minimum: MET, MAWF, Regional Councils, Namibia University of Science and Technology (NUST), Ministry of Fisheries and

[21] For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

Marine Resources (MFMR), Agro-Marketing and Trade Association (AMTA), senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Steering Committee members, project stakeholders and community members/beneficiaries, among others.

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.

Evaluation Ratings:			
1. Monitoring and Evaluation	***rating***	**2. IA& EA Execution**	***rating***
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	**rating**	**4. Sustainability**	**rating**
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

Project finance / co-finance

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$)		Total (mill. US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants	500,000		18,757,263					
Loans/Concessions								
• In-kind support	360,000		500,000					
• Other								
Totals	860,000		20,017,263.00					

Mainstreaming

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. In addition, the evaluation will be included in the country office evaluation plan.

Impact

The evaluators will assess the extent to which the project achieved 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.[22]

Conclusions, recommendations & lessons

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations** and **lessons**. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

Implementation arrangements

The principal responsibility for managing this evaluation resides with the UNDP CO in Namibia. 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.

[22] 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

Evaluation timeframe

The total duration of the evaluation will be 30 days over a period of 8 weeks starting immediately after signing the contract, and shall not exceed four months from when the consultant(s) are hired, and should be executed according to the following plan:

Activity	Timing	Completion Date
Preparation	*3* days	*26/11/19 (Submission of inception report)*
Evaluation Mission	*15* days	*26/11/19 – 14/12/19*
Draft Evaluation Report	*7* days	*07/01/2020*
Final Report	*5* days	*31/01/2020*
Total	*30 days*	*Final week of January 2020*

Evaluation deliverables

The evaluation team expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and methods	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	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

The evaluation team will be composed of two evaluators: one international and another national. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. One evaluator will be designated as the team leader and will be responsible for finalizing the report). 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: The overall assessment rating is out of 100.

- Minimum 10 years of relevant professional experience; (8 points)
- Knowledge of UNDP and GEF; (5 points)
- Technical knowledge in the targeted focal area(s) and evaluating of CCA projects (6 points)
- Recent experience with result-based management evaluation methodologies (8 points)
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (6 points)
- Competence in adaptive management, as applied to Climate Change Adaptation (8 points)
- Experience working with the GEF or GEF-evaluations (8 points)
- Experience working in Southern Africa (8 points)
- Work experience in relevant technical areas for at least 10 years (8 points)

- Demonstrated understanding of issues related to gender and Climate Change Adaptation; experience in gender sensitive evaluation and analysis (10 points)
- Excellent English communication skills (5 points)
- Demonstrable analytical skills (5 points)
- Project evaluation/review experiences within United Nations system will be considered an asset (8 points)
- A Master's degree in Biodiversity Management, Climate Change, Environmental Sciences, Natural Resources Management, Agriculture, Land Management, Water Resources Management or other closely related field (7 points)

Evaluator Ethics

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'

Payment modalities and specifications

%	Milestone
10%	At contract signing and subsequent submission of the 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

Application process

Applicants are requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals.

Annex A: Project Logical Framework/Project Result framework

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP: **Outcome 12**: By 2018, institutional frameworks and policies needed to implement the Environmental Management Act (2007); National Climate Change Policy (2011); Tourism Bill and Strategy; and Protected Areas and Wildlife Management Bill; and International Conventions, **are in place and are being implemented effectively**. **Outcome indicator**: Number of environmental institutions fully equipped with standards, guidelines and specialized skills.
Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. **Output 2.5** Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conservations and national legislation.
Primary Applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): Promote climate change adaptation
Applicable GEF Strategic Objective and Program: Objective CCA-1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level Objective CCA-3: Promote transfer and adoption of adaptation technology
Applicable GEF Expected Outcomes: Outcome 1.1: Mainstreamed adaptation in broader development frameworks in targeted vulnerable areas Outcome 1.2: Reduced vulnerability in development sectors Outcome 1.3.: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas Outcome 2.1: Increased knowledge and understanding of climate variability and change-induced risks in targeted vulnerable areas Outcome 2.2: Strengthened adaptive capacity to reduce risks to climate-induced economic losses
Applicable GEF Outcome Indicators: Indicator 1.1.1: Adaptation action implemented in national/sub-regional development framework Indicator 1.1.1.2: Sectoral strategies that include specific budgets for adaptation actions Indicator 1.2.8 80 % change in projected food production in targeted area given existing and projected climate change Indicator 1.2.11: % of populations with access to improved flood and drought management

	Indicator (AMAT)	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective[18] To strengthen the adaptive capacity to reduce vulnerability of rural communities in responding to droughts and floods in Northern Namibia, with a special focus on women and children.	Vulnerability and risk perception index (Score) - Disaggregated by gender	Initial survey conducted during PPG. Score = 1. Extreme Vulnerability (men and women in all sites/six regions)	Target Scores = 3. Medium Vulnerability (both men and women in all sites / five project intervention regions) At least 4000 hh, of which 80% are women and children beneficiaries targeted under this objective to reduce vulnerability to floods and drought (Project implementation took place in seven regions, reduced to five after mid-term review)	- Vulnerability Assessment carried out by UNAM and OPM - Baseline data of targeted communities established, household surveys done yearly	**Assumption**: - The implementing partner and communities are willing and efficiently implement the project - Risks of floods and droughts sufficiently mitigated in project zones
Outcome 1: Strengthened capacity of Smallholder farms to implement climate resilient agricultural practices.	Climate resilient agricultural practices introduced to promote food security and diversified livelihoods. % of households that have more secure access to livelihood assets (5-point score) – Disaggregated by gender	Farmers (women and men) currently constrained by limited access to CCA knowledge and resilient agricultural practices 10 % of households hold assets that can be used to buffer pressure during periods of climate shocks.	By the end of the project 4000 hh of small-holders farmers, 80% (3200 hh) of which are women and children have been trained and are applying climate resilient agricultural production practices. 4000 households have more secured assets and livelihoods diversified away from traditional crop production, promoting food security	- Gender disaggregated community survey; community level vulnerability reduction assessment - Household survey conducted annually CCA Capacity assessment, evidence of training and demonstration of knowledge transfers	**Assumption:** - 4000 beneficiaries are willing to participate in the project - Farmers participation in the advisory and mentorship programme and SHG are formed and fully functioning for implementation of activities - Govt is functioning and project implementation efficient and well-coordinated **Risks** - Support services such as land preparation,

					seed availability, etc, on a timely basis - Low and variable organisational capacities for the implementation of the activities
Outcome 2: Small scale agricultural infrastructure introducing to reduce vulnerability to floods and droughts e.g. through restoration of wells and harvesting of floodwater for food security.	Percentage of area covered by flood and drought infrastructure. Population with access to improved flood and drought management (disaggregated by gender)	Currently less than 10% of the targeted land area is covered by effective flood management infrastructure.	80% of targeted land area is covered by efficient flood management infrastructure	- Impact assessment survey report produced	**Assumptions:** - Adequate equipment and support services are available - The implementing partner is capable of delivering the project activities **Risk** - Maladaptive practices e.g. traditional wells are not properly restored and maintained and farmers harvesting fingerlings before maturity
Outcome 3: Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up-scaling.	Number of comprehensive adaptation actions - policies, programmes and budgets – included in development frameworks to support climate resilient agricultural practices	Within the agriculture sector climate change adaptation is, to varying degrees, hinted at but not explicitly or comprehensively addressed, and nor are effective budgets allocated	sector strategies/ for agriculture are integrating and budgeting adaptation measures such as: -Conservation agriculture -Contingency plans for DRM at regional levels?	- Impact assessment survey report produced - Result based management planned for climate smart agriculture developed and monitored	**Assumptions:** - The Govt is willing and internal political complexities allow for the inclusion of CCA in planning and budgeting of development frameworks. Risks - Lack of political will to mainstream climate change into budgets

Annex B: List of Documents to be reviewed by the evaluators

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (GEF Climate Change Adaptation Tracking Tool)
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

The following documents will also be available:

13. Project operational guidelines, manuals and systems
14. UNDP country/countries programme document(s)
15. Minutes of the SCORE Project Steering Committee Meetings and other meetings (i.e. Project Appraisal Committee meetings)
16. Project site location maps

Annex C: Evaluation Questions

This Evaluation Criteria Matrix must be fully completed/amended by the consultant and included in the TE inception report and as an Annex to the TE report.

Evaluative Criteria Questions	Indicators	Sources	Methodology
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?			
1. How does the project support the GEF focal area and strategic priorities?	☐	☐	☐
2. How does the project support community resilience to climate variability and climate change in northern Namibia?	☐	☐	☐
3. What was the level of stakeholder participation and ownership in project design and implementation?	☐	☐	☐
4. How does the project support the needs of relevant stakeholders, and has the implementation of the project been inclusive of all relevant stakeholders?	☐	☐	☐
5. Were local beneficiaries and stakeholders adequately involved in project design and implementation?	☐	☐	☐
6. Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?	☐	☐	☐
7. Was the length of the project sufficient to achieve project outcomes?	☐	☐	☐
8. Are the GEF funded activities and project objectives supported by other donors? How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors?	☐	☐	☐
9. Is there coordination and complementarity between donors?	☐	☐	☐
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			

9 Has the project been effective in achieving its expected outcomes? • Outcome 1: Scaling up climate resilient livelihoods. • Outcome 2: Community level flood and drought management • Outcome 3: Climate change mainstreaming into agricultural strategy	☐	☐	☐
10 What lessons have been learned from the project regarding achievement of outcomes?		☐	☐
11 What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?		☐	☐
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
1. Were the project logical framework and work plans (and any changes made to them) used as management tools during implementation?	☐	☐	☐
2. Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?	☐	☐	☐
3. Were progress reports produced accurately, timely and did they respond to the reporting requirements?	☐	☐	☐
4. Was project implementation as cost effective as originally proposed (planned vs. actual)?	☐	☐	☐
5. Did the leveraging of funds (co-financing) happen as planned? Were financial resources utilized efficiently? Could financial resources have been used more efficiently?	☐	☐	☐
6. Was procurement carried out in a manner making efficient use of project resources?	☐	☐	☐
7. To what extent were partnerships/linkages between institutions/organizations encouraged and supported?	☐	☐	☐
8. What was the level of efficiency of cooperation and collaboration arrangements?	☐	☐	☐
9. Was an appropriate balance struck between utilization of international expertise as well as local capacity?	☐	☐	☐

10. Did the project take into account local capacity in design and implementation of the project?	☐	☐	☐
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
1. How well are the risks, assumptions and impact drivers for financial, institutional, social and economic being managed?	☐	☐	☐
2. What was the quality of the risk mitigation strategies developed? Were they sufficient?	☐	☐	☐
3. Are there clear strategies for risk mitigation related with the long-term sustainability of the project?	☐	☐	☐
4. Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?	☐	☐	☐
5. What lessons can be learnt from the project regarding climate resilience?	☐	☐	☐
6. How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc)?	☐	☐	☐
7. What changes could have been made (if any) to the project in order to improve its efficiency?	☐	☐	☐
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or adaptation to climate change?			
1. Does the project adequately take into account the national realities, both in terms of institutional and policy framework towards adaptation to climate change in vulnerable areas in its design and its implementation?	☐	☐	☐
2. Are there any indicators that the project have contributed towards reduced vulnerabilities in development sectors?	☐	☐	☐
3. Are there any indicators that the project has contributed towards diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas?	☐	☐	☐

Annex D: Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	***Sustainability ratings:***	***Relevance ratings***
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not relevant (NR) ***Impact Ratings:*** 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A		

Annex E: Evaluation Consultant Code of Conduct and Agreement Form

Evaluators:

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

(ii) 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.

(iii) 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.

(iv) 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.

(v) 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.

(vi) 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.

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

Evaluation Consultant Agreement Form[23]

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

Name of Consultant: _____

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 *place* on *date*

Signature: _____

[23] www.unevaluation.org/unegcodeofconduct

Annex F: Evaluation Report Outline[24]

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[25])

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[26])

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 and implementation (*)

[24]The Report length should not exceed *40* pages in total (not including annexes).
[25] UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008
[26] Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

3.3 Project Results

- Overall results (attainment of objectives) (*)
- Relevance (*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- 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

Annex G: 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: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____

Annex H: The Report Audit Trail Template

The following is a template for the evaluator to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This audit trail should be included as an annex in the final TE report.

To the comments received on (*date*) from the Terminal Evaluation of (*project name*) (UNDP *PIMS #*)

The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE response and action taken

Scaling up community resilience to climate variability and climate change in Northern Namibia, with special focus on women and children

(SCORE Project)

10.2 Terminal Evaluation Itinerary for Field Visits

Date	Time	Site	Activity	Person responsible/ Participants
01.12.2019			***Travel from Windhoek to Ondangwa***	
			Overnight in Onguediva	
02.12.2019	08.00 – 13.00	Oshikoto	1. Meet and interview, RPC, MAWF staff (Mr. Oswald Mwanyangapo, Mrs. Lucia T. Shiimi)	Consultants/ Aron Hangula
02.10.2019	14.00 – 17.00	Oshikoto	Site visits and hold short interviews with beneficiaries/ community members 2. Oshilungi CS – Drip Irrigation [DI], Oshikoto Region 3. Etanga CS – Drip Irrigation, Oshikoto Region 4. Oshinamumwe CS – MDI, Oshikoto Region 5. Mrs Petrina Nembwaya - CA/MDI, Oshikoto Region 6. Mrs Ilya Nghipundjwa - CA/MDI, Oshikoto Region 7. Elia Katana – MDI, Oshikoto Region 8. Oswald Mwanyangapo – MAWF, Oshikoto Region 9. Lucia Shiimi – MAWF, Oshikoto Region 10. Petrus Shavuka, Oshikoto Region 11. Hileni Shipanga, Oshikoto Region 12. 1 traditional wells, Oshikoto Region	Consultants/ Aron Hangula
			Overnight in Ondangwa	
03.12.2019	08.00 – 18.00	Oshana	13. Jacob Amutenya – AMTA, Oshana Region 14. Ms. Priskilla Heitula. Farmer, Oshana Region 15. Youth Group Garden, Eloolo, Oshana Region 16. Leevi Nekwaya – MAWF, Oshana Region 17. Hon. Rosalia Shilenga, Councilor, Etayi, Oshana Region 18. Hilma Haukongo, Constituency, Etayi Council, Oshana 19. Theopolina Dengeinge, Oikango CS, Oshana 20. Hamwandi Nyerere, Eloolo CS, Oshana 21. Omayanga Community Garden, Oshana 22. Gerhard Joseph, Ondjodjo CS, Oshana 23. Johannes Lungameni, Traditioinal Well, Okambebe, Ohangwena	Consultants/ Aron Hangula
			Drive and Overnight in Onguediva	

04.12.2019	08.00 – 13.00	Ohangwena	24. Otiniel Kapofi - MAWF/DAPEES, Ohanguena 25. Mateus Abed, farmer, Ohanguena Region 26. Rachel and Elias Ndjalo, farmer, Ohanguena Region	Consultants/ Aron Hangula
	Overnight in Onguediva			
05.12.2019	08.00 – 15.00	Ohangwena	27. Hon. Laurentius Ipinge, Councilor, Okalongo, Omusati Region 28. Namboga Johannes, Youth Project, Oshana region 29. Petrus Onesmus, Omafo, Omusati Region	Consultants/ Aron Hangula
Overnight in Onguediva				

10.3 List of Persons Interviewed

No.	Person Interviewed	Date	Place	Region	Category/ Institutional Representation	Position
1	Jacob Amutenya	03.12.2019	Onguediva	Oshana	AMTA	Manager
2	Elia Katana	02.12.2019	Onalukula	Oshikoto	Farmer	Farmer
3	Petrina Nembwaya	02.12.2019	Onakalunga	Oshikoto	Farmer	Farmer
4	Ilya Nghipundya	02.12.2019	Onalunyike	Oshikoto	Farmer	Farmer
5	Priscila Haitula	03.12.2019	Onanime	Oshana	Farmer	Farmer
6	Matheus Abed	04.12.2019	Omundundu	Ohangwena	Farmer	Farmer
7	Rachel & Elias Ndjalo	04.12.2019	Ondjengo	Ohangwena	Farmer	Farmer
8	Petrus Onesmus	05.12.2019	Omafo	Omusati	Farmer	Farmer
9	Youth Group Project	03.12.2019	Eloolo	Oshana	Group	n/a
10	Namboga Johannes	05.12.2019	Omayanga	Oshana	Group	Youth Leader
11	Oswald Mwanyangapo	02.12.2019	MAWF, Onankali	Oshikoto	MAWF	Chief. Agr. Scient. Officer
12	Lucia Shiimi	02.12.2019	MAWF, Onankali	Oshikoto	MAWF	Dry Land Crop Prod. Officer
13	Mr Leevi Nekwaya	03.12.2019	Onguediva Office	Oshana	MAWF	Chief Agr. Officer
14	Otiniel Kapofi	04.12.2019	Ongenga Office	Ohangwena	MAWF	Agri. Extension Officer
15	Petrus Muteyauli	17.12.2019	Windhoek	Khomas	MET	Deputy Director
16	Sion Shifa	17.12.2019	Windhoek	Khomas	MET	
17	Hon. Rosalia Shilenga	03.12.2019	Uukwangula	Oshana	MURD	Councillor
18	Hilma Haukongo	03.12.2019	Uukwangula	Oshana	MURD	Control Officer
19	Hon. Laurentius Ipinge	05.12.2019	Okalongo	Omusati	MURD	Councillor
20	Ester Naunyango	02.12.2019	Oshilungi CS	Oshikoto	School	Principal
21	Hileni Shipanga	02.12.2019	Oshilungi CS	Oshikoto	School	Chair: School Board

22	Petrus Shavuka	02.12.2019	Etanga CS	Oshikoto	School	Vice Chair: School Board
23	Martha Ndavelofi	02.12.2019	Etanga CS	Oshikoto	School	Principal
24	Toivo Mupupa	02.12.2019	Oshinamumwe CS	Oshikoto	School	Principal
25	Theopolina Ndengeinge	03.12.2019	Oikango CS	Oshana	School	Principal
26	Hamwandi Nyerere	03.12.2019	Eloolo CS	Oshana	School	Teacher
27	Gerhard Joseph	04.12.2019	Ondjodjo CS	Oshana	School	Community member
28	Aron Hangula	2-5.12.2019	Onguediva		SCORE PMU	Reg. Proj. Coordinator
29	Uazamo Kaura	11.12.2019	Windhoek	Khomas	SCORE PMU	Project Manager
30	Jonathan Kamwi	13.12.2019	Windhoek	Khomas	SCORE PMU	Technical Advisor
31	Mildred Kimbanda	16.12.2019	Windhoek	Khomas	SCORE PMU	Director
32	Martha Naanda	13.12.2019	Windhoek	Khomas	SCORE PMU	Programme Specialist/ Head
33	Johannes Lungameni	04.12.2019	Okambebe	Ohanguena	Community	Trad. Well

10.4 Summary of Field Visits

Title:

Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children (SCORE Project) (PIMS 4711)

SCORE TERMINAL EVALUATORS' FIELD VISIT REPORT

1. Introduction

The fieldwork was undertaken to collect primary data from stakeholders involved in the project, including direct and indirect beneficiaries at community and regional levels where the project was implemented. The project team developed the schedule with the sampled key informants. The evaluation team composed of Dr. Godwin Hlatshwayo, international consultant and Dr. Hashali Hamukuaya, local consultant, undertook a field trip during 2-6 December 2019 and interviewed stakeholders and beneficiaries and visited project sites in Oshikoto, Oshana, Omusati and Ohangwena. Mr Aron Hangula, SCORE Regional Project Coordinator for Oshikoto and Ohanguena accompanied the evaluators.

2 Sampled farmers

A total of seven farmers in the four regions, namely Oshikoto, Oshana, Ohanguena and Omusati were sampled between 2-5 December 2019 (Table 1). Information of gender-disaggregated for the interviewees is provided in Table 1 together with the number of dependents children in the households. Four out of seven are female farmers. The total number of females and males in the sample as about equal (49f:51m), and out this total 35 are children. All these farmers have received assistance from the project that include gardening implements, seeds, fertilizers, training, extension services. All farmers informed evaluators that the demand for the produces is high within their communities. Income earned varies from one farmer to another and from one year to the other – depends on the challenges at hand. Two of the farmers are referred to as Lead Farmers, and they play significant roles in training others within their communities. One lead Farmer has assisted the setting up of a school garden at Epundi Combined School.

Table 1. The list of sampled / interviewed farmers.

#	Interviewed farmer	Gender	Place	Region	Dependent children	Females in Household	Males in Household	Total	Income N$
1	Elia Katana	Male	Onalukula	Oshikoto	6	17	12	29	30,000
2	Petrina Nembwaya	Female	Onakalunga	Oshikoto	3	7	5	12	Not Avail
3	Ilya Nghipundya	Female	Onalunyike	Oshikoto	5	5	6	11	Not Avail
4	Priscila Haitula	Female	Onanime	Oshana	6	7	7	14	6,000
5	Matheus Abed	Male	Omundundu	Ohangwena	8	4	12	16	3,800
6	Rachel Ndjalo	Female	Ondjengo	Ohangwena	4	5	4	9	10,000
7	Petrus Onesmus	Male	Omafo	Omusati	3	4	5	9	7,000
	Total				35	49	51	100	-

Table 2 shows the information on the number of household gardens at the beginning and the closure of the Score Project. This information shows stability as no single household garden has closed down or ceased to operate. It is interesting to note that most females are heading the household's gardens. For example, in Omusati, about 80% of households farms are female headed.

Table 2. Number of the households' gardens per region at the beginning of and at the closure of the SCORE Project.

At the beginning	At the closure	Female-headed	Male-headed	Region
21	21	12	9	Ohangwena
22	22	13	9	Oshikoto
19	19	13	6	Oshana
25	25	21	4	Omusati

3. Evaluation by the sampled farmers

The section below provides information on how the farmers responded to the questions posed. It must be noted from the onset that there were consistencies in the responses received from the farmers.

We employed the evaluation criteria for the assessment of the project. For the **relevance** of the SCORE project, most farmers appreciated the introduction of a rip ploughing method that has resulted in high yields compared to traditional ploughing method. Regarding **effectiveness**, all responded that the project has provided them with the needed gardening implements, seeds and fertilizers and most importantly, lifelong gardening skills. As for the **efficiency,** all farmers commended the timely professional technical and advisory services provided by the Regional Project Coordinator.

The acquisition of the gardening implements, and extension services and skills provided by the SCORE Project were stated as having an **impact** on the farmers. All responded that gardens provide needed nutrition to their family as well as income. For the **sustainability**, all farmers responded that their gardening will not cease after the termination of the project, because they have acquired requisite skills.

All farmers listed extreme temperatures, costs of water, the unreliability of water flow (from NamWater that sometimes even closed for days resulting in plants dying) and pests as their main challenges. One farmer complained that the ripper tractor can plough one hectare per person which is not enough. Another farmer raised concerns that seedlings are not readily available.

4. For future recommendations from sampled farmers

- Six out of seven recommends that project to continue or replaced so that the services can be sustained.
- Four farmers recommend that SCORE Project to continue and support others who have not yet benefited.
- One farmer request support of a solar pump to draw water from a nearby well so that he can expand his garden. Another farmer recommended the SCORE Project inspect the gardens of the beneficiaries in a few years from now to assess the progress or drawbacks and to provide support where it would be needed.

5. Sampled government ministries and an entity

Table 3 list the persons interviewed from the key Ministries involved in the implementation of the project. Five officials represented the Ministry of Agriculture, Water and Forestry (MAWF), three from the Ministry of Urban and Rural Development (MURD) and two from the Ministry of Environment (MET). A representative of AMTA was also interviewed.

Table 3. The list of government officials interviewed.

#	Person Interviewed	Gender	Place	Region	Ministry
1	Oswald Mwanyangapo	Male	Onankali	Oshikoto	MAWF

2	Lucia Shiimi	Female	Onankali	Oshikoto	MAWF
3	Mr Leevi Nekwaya	Male	Onguediva	Oshana	MAWF
4	Otiniel Kapofi	Male	Ongenga	Ohangwena	MAWF
5	Mildred Kimbanda	Female	Windhoek	Khomas	MAWF
6	Hon. Rosalia Shilenga	Female	Uukwangula	Oshana	MURD
7	Hilma Haukongo	Female	Uukwangula	Oshana	MURD
8	Hon. Laurentius Ipinge	Male	Okalongo	Omusati	MURD
9	Petrus Muteyauli	Male	Windhoek	Khomas	MET
10	Sion Shifa	Male	Windhoek	Khomas	MET
11	Jacob Amutenya	Male	Onguediva	Oshana	AMTA

6. Evaluation by the sampled government officials

Table 4 shows the results of the scores by the interviewees. Interviewees (#6 and #11, ref to Table 3 above) were not asked to score. As can be observed, on average, the interviewees rated efficiency highest at 4.8, with relevance the second highest at 4.6. The impact and effectiveness were rated at the same level (4.3), while sustainability is the lowest at 3.3.

Table 4. Results of the scores for the nine interviewees against the assessment criteria.

Criteria	Interviewees									Average
	1	2	3	4	5	6	7	8	9	
Relevance	5	4	4	5	5	5	5	4	4	4.6
Effectiveness	4	4	5	5	4	3	3.5	5	5	4.3
Efficiency			5	5	4			5	5	4.8
Impact	5	4	4.5	4	4	4	4	5		4.3
Sustainability	4	3	3	3	4	3	3	3		3.3

For **relevance,** five out of nine interviewees gave it a perfect score of 5 while the rest scored it at 4 points (Table 4). Most interviewees stressed that the project was in line with the government developmental agenda as enshrined in the NDPs and was aligned to the strategic objectives of the implementing Ministry. They further argued that the project has contributed directly to the improvement of farming methods with the application of conservation agriculture and has contributed to poverty reduction, nutritional diet promotion, food security and income generation during this time of climate change.

Individual scores for effectiveness vary from 3 to 5, implying inconsistency (Table 4). The reasons advanced by the interviewees for the manner the scored effectiveness include partial implementation of conservation agriculture, limited spatial coverage of the project to few constituencies per Region, exclusion of the livestock component, low-level participation of extension staff of the MAWF due to inadequate resources (such as transport, personnel), limited water wells dug as opposed to the original plan. Nonetheless, farmers have benefited substantially in terms of food security, income generation and skills enhancement.

Rated highest by the interviewees (Table 4), the efficiency largely emanated from the cordial and collaboratively working relationships between the beneficiaries and the project team. Delivery and installation of materials were done smoothly and professionally by the project coordinators and communication channels were viewed as excellent. Project activities were integrated into the work

plans of the MAWF. Issues that did not work efficiently include (slow) procurement of goods and services and coordination amongst the key entities. One interviewee reckoned that the PSC was efficient in making decisions and provided guidance while the other stated that the body was unnecessarily too large with limited expertise in finances. One interviewee raised concerns that the closure of the project was not officially communicated to the offices of the regional councils and to the constituency councilors.

All interviewees were concerned with the sustainability of the activities after the termination of the project. Six out of nine scored a 3 and only two gave it a score of 4 (Table 4). The reasons for concerns include limited resources currently at the disposal of the government to enable the mainstreaming of the activities in their entirety; the ownership of the farmers is relatively low as they were given free handouts and their selection should have taken into account those that can afford to pay water. Most of the interviewees further raised concerns on the possible withdrawing of project vehicles from the field as it will further exacerbate the situation. Marketing was considered as problematic to two interviewees as AMTA did not live to expectation. However, one interviewee was optimistic the MAWF is in the process of supporting the farmers to the fullest and that there will be no gaps after the SCORE project. The support will include a microfinance scheme. Another interviewee stated that the Lead Farmers and extension staff of MAWF will be able to continue with the work within the confine of the available resources. Most voiced concerns that group projects are challenging to be sustained due to various factors including social loafing.

For the impact**,** two interviewees of out eight gave it a perfect score while six scored it at 4 (Table 4). The acquiring of tractors for ripping, the rehabilitation of earth dams and wells, the provision of garden implements and above all the gaining of new gardening skills were mentioned by all the interviewees as having a lasting impact and will in no small measure make a major contribution to the livelihoods of the people. The introduction of the conservation agriculture has been mentioned, too as well as the changing of the mindset of the community in favour of horticulture. The knowledge gained is replicated throughout the community. The availability of nutritional diets as well as income generated from gardening is making a positive contribution at household and community levels and has improved people's livelihoods especially women and children who are most vulnerable and poor.

On gender equity, all interviewees viewed that women participation was high compared to men, noting that the households are men-headed, however, the gardens are women-headed.

a. Challenges identified by government officials:

The interviewees voiced the following key challenges:

1. Cost of water: using water from NamWater is costly to the farmers and has compromised the original plan and created an affordability challenge to the farmers, who are generally poor and vulnerable to climate changes.
2. The flow of water from NamWater is unreliable and had many farmers lost their plants due to wilting.
3. Drought (extreme heat)
4. Absence of earth dams and wells

b. Lessons learnt identified by government officials

a) Handing over the project officially to the government is essential and it is not too late to do so.
b) Avoiding making promises that one cannot fulfil (for example construction of earth dams of tractors) The SCORE Project has made empty promises and no tractor for the constituency (except one farmer).
c) Involve the offices of the constituency councilors in the selection of the beneficiaries and sites

c. Future recommendations suggested by government officials

Below is a list of recommendations from the interviewees:

- Upscale/renew the project and do not leave people halfway, let them graduate. The project needs to be upscaled and the community needs to take ownership;

1. Expand areal coverage to include many constituencies
2. Support full implementation of conservation agriculture
3. Focus on individual farmers as opposed to Group farmers
1. Continue providing training and built capacity to the community on climate change-related issues
2. The implementing Ministry should contract/hire project staff as opposed to the executing Ministry
3. Invest in shade netting noting that the drought accompanied by excessive heat is here to stay
4. Invest in alternate sources of power to reduce input costs
5. Include livestock and poultry in the next project
6. Include fodder production as part of an integrated gardening system
7. Revise school curricula to include miro-irrigation
8. Desalinate water using solar energy and make water available to farmers
9. Further, empower Lead Farmers to accelerate the replication of best practices including conservation agriculture
10. Invest in advocacy and knowledge management to share experiences and best practices (use videos, social media, print media)
11. A policy brief needs to be produced for policy-makers;
12. Engage academia to actively participate and have students at tertiary institutions involved in research at Hon, MSc and PhDs levels. These students will gain valuable practical experiences that they currently lack when they graduate.
13. The MAWF should integrate and mainstream the activities;
14. Famers need to regularly attend refresher courses;
15. The Ministry of Finance should take climate change seriously and allocate provide funds, annually to critical capital projects such as the construction of earth dams.
16. Retain project staff because they are skilled

d. Interviews with agro-marketing and trade association (AMTA)

The evaluators interviewed a manager for AMTA in Onguediva. The manager pointed out that his company has been involved in several training workshops the SCORE Project. He pointed out that during the past years, AMTA has bought some products from a few farmers. However, he maintained that for a business type relation to developing, farmers need to upscale in terms of quantity and quality of their products.

e. Sampled schools

Introduction

Six schools, three from Oshana and three from Oshikoto were sampled and Table 5 depicts gender-disaggregated information. The total learners' amount to 3,321 of which of 1,700 were boys and 1,621 were girls. In total, there were 137 teachers, 85 females and 52 males. The combined total of females (girls and females teachers) equals 1,706 and the combined males (boys and male teachers) were 1,752. The total sampled population was therefore 3,458 people. All the learners are assumed to be below 18 years of age. As elaborated in the sections below, the SCORE Project has played a catalytic role in the mindset of the learners, teachers and the surrounding communities towards horticulture.

Table 5. Gender disaggregated data for the sampled schools.

#	School	Region	Boys	Girls	Tot	*F.T.	*M.T.	Tot.	*G.T.M	*G.T.F
1	Oshilungi	Oshikoto	256	237	493	12	9	21	265	249
2	Etanga	Oshikoto	150	154	304	9	5	14	156	163
3	Oshinamumwe	Oshikoto	335	300	635	13	13	26	348	313

4	Oikango	Oshana	374	368	742	18	9	27	383	386
5	Eloolo	Oshana	370	370	740	19	13	32	383	389
6	Ondjodjo	Oshana	214	192	407	14	3	17	217	206
	Total		1,700	1,621	3,321	85	52	137	1,752	1,706

*F.T Female Teachers; M.T Male Teachers; GTM Grand Total Males; GTF Grand Total Females.

Table 6 shows the number of school gardens at the beginning and the closure of the SCORE Project as well as the total population of the beneficiary schools per each Region. A conclusion can be drawn that the school gardens have been successful as none of the gardens has ceased to operate. In fact, for the Oshana Region, the number has increased from 10 to eleven. The sum of the population amounts to 19,093 – a significant figure compared to the initial project target.

Table 6. Table 1. Schools gardens per Region at the beginning and the closure of the SCORE Project.

At the beginning	At the closure	School population	Region
10	10	3,687	Ohangwena
12	12	4,521	Oshikoto
10	11	4,495	Oshana
12	12	6,390	Omusati

School-Community Partnership

Information collected revealed that every school sampled has overwhelming support (buy-in and ownership) of the School Board and the surrounding community. At one school, evaluators were met by both Principal and the Chairperson of the School Board, and at another school, a Deputy Chairperson was available to meet the evaluators. At three schools, members of the communities were found working on the garden. The community provides manure free of charge, helping with weeding and with the selling of the fruits and vegetables. At every school, evaluators were informed that the demand for the produces within the community always exceeds the supply. So, the community benefit from the gardens through the improvement of their nutrition, in addition to gaining gardening skills. As a result, gardening schemes and household levels have been successfully replicated.

Generation of Income

School gardens generate income for the school (Table 7). Income varies significantly from N$ 5,000 to N$ 17,000 during good harvest year. Evaluators were informed that funds earned are utilized to buy school consumables including utilities during the first and second semesters as the government funds are only released by July each year. Furthermore, one school use the fund to, *inter alia*, support the school feeding program.

Table 7. Income generated from schools' gardens.

#	School	Region	N$	Year
1	Oshilungi	Oshikoto	6,000	2018
2	Etanga	Oshikoto	17,000	2019
3	Oshinamumwe	Oshikoto	13,500	2019
4	Oikango	Oshana	N/A	

5	Eloolo	Oshana	5,000	Best year
6	Ondjodjo	Oshana	N/A	NA

Assessments of the SCORE Project

Table 8 shows the results of the assessments of the project using evaluation criteria. Four Principals and one agriculture teacher were interviewed. On average, both effectiveness and efficiency were rated the highest, at 4.8. The impact and relevance came second, at 4.6. Sustainability was scored the lowest.

On **relevance**, the respondents pointed out that the project has contributed to addressing food security and nutritional deficiencies. Further, the garden generates needed income for the schools, while the learners conduct their practical lessons in the gardens. Interviewees also concurred that the project was in line with the schools' objectives.

Table 8. Results of the scores for the 4 school principals and 1 teacher.

Criteria	Interviewees					Average
	1	2	3	4	5	
Relevance	5	5	5	3	5	4.6
Effectiveness	5	5	5	4	5	4.8
Efficiency	5	5	5	4	5	4.8
Impact	4	5	5	4	5	4.6
Sustainability	4	4	4	4	5	4.2

For the **effectiveness**, the interviewees appreciated gardening implements, as well as technical and extension supports received. Besides, training and capacity development was underscored. Trained teachers transfer such knowledge to hundreds of learners and also the community, thereby creating a ripple effect.

On the question of **efficiency**, all interviewees highly praised the timely response of the Regional Project Coordinator to their needs and requirements. Communication with the project team was deemed excellent.

Regarding the overall **impact**, the interviewees echoed that the surrounding communities have become passionate about gardening and many members have gained basic gardening skills and have small gardens at homesteads. One interviewee stressed that the intervention by the project came at the right time when the government is facing severe financial constraints. Further, all emphasized that the gardens have provided space for the learners to practice and introduce to climate-smart agriculture. Gardening skills have been replicated as some members of the community are skilled and are now growing their vegetables and fruits (mainly spinach, tomatoes and onions), confirming a snowballing effect. The communities have now diversified their dietary intake that currently includes products from the gardens. The interviewees emphasized that learners are inspired for life in favour of gardening, and some have even started gardening at their homesteads. All schools feed learners with a decent meal during the year and are also fed weekly with veggie and fruits during camping for the final examination. One school holds a Market Day where the community and teachers meet for knowledge sharing in gardening and at the end of the day, garden products are sold.

For **sustainability**, four interviewees stated that skilled teachers are available despite the concern of possible knowledge flight as they may be transferred elsewhere or resigned at any given time. One respondent stated that the nutritional demand is high, and it drives the need to continue but perhaps not at the pace as with the support of the project.

Challenges: The interviewees pointed out the following challenges:

- Water occasionally closes and because water tanks are relatively small to hold sufficient water for the garden, the plants often wilt. At one school, learners and teachers have to fetch water from the traditional wells afar to water the garden.
- Erratic rainfall and extreme temperatures
- Pests' invasion
- At one school, there was an incident of stealing and vandalism of the garden but has not reoccurred as it was resolved through a community meeting – where the concept of community buy-in was roundly embraced.

Recommendations: For future recommendation, a request was made for supporting the schools and the communities with skills in orchard farming. All interviewees request that the SCORE Project be renewed or extend it's like to provide further support to beneficiary schools and extent the interventions to other schools. Some emphasized that the SCORE Project and government should handover properly to avoid disruption.

f. Group gardens

Table 9 shows the number of groups' gardens per Region at the beginning and at the closure of the Score Project. It also contains gender-disaggregated data per group. The number for group gardens in Omusati has been reduced to zero while Ohanguena has been reduced by 66% and for Omusati by 50%. Only group gardens in Oshikoto that remain stable. Excluding Oshana from the analysis, the number of females in the groups equals 134 compared to males at 63.

Table 9. The number of groups' gardens per Region at the beginning and the closure of the Score Project.

	At the beginning	At the closure	# of Females in the Group	# of Males in the Group	Region
	6	2	91	29	Ohangwena
	2	2	27	22	Oshikoto
	2	0	22	11	Oshana
	2	1	16	12	Omusati
Total	12	5	156	74	

a. Okaku Youth Garden

The evaluators have visited one group / youth garden project at Okaku, Oshana Region. It is one of the two that were abandoned in the Region. It is still fenced although there is no more a garden inside. According to the Regional Project Coordinator, the project was abandoned apparently due to alleged witchcraft. The evaluators confirmed from the minutes of the PSC in April 2018. At that meeting, the PSC requested the SCORE PMU to share a detailed report about this case including the necessary

measures that were taken to remedy the situation. The evaluators have requested the PM to provide such by the report.

b. Youth Project (Omayanga, Okatana, Oshana Region)

Along the Oshakati-Oshikuku road in the village of Omayanga is a vegetable garden that belongs to seven village youths. It is about half a hectare in size and the evaluators were informed by the youths that there is another 3 hectares garden at the homestead nearby. The youths are closely related (sisters, cousins etc). They started the project in August 2019 and had their first harvest in September/October. They pump water directly from the Caleque-Oshakati Canal. At the time of the visit, the entire garden was planted with spinach, and ready to be harvested. This youth project received support from three sources: the SCORE Project provided training, poles, shade nets, poles), the Regional Council provided a water tank of 10,000L for the garden at the homestead, and a relative purchased the fence.

The youth market their products to SPAR Shopping and Fysal Fresh Produce in Oshakati. They also sell to the community. They can sell up to N$ 3,000 in one day and since September, the sold about N$ 75,000.00. For labour, sometimes they hire local learners to weed and pay them allowances. For sustainability, they don't see any issue and they are skilled and have sufficient materials to continue and even grow bigger. With efficiency, the youth appreciate the services provided by the regional project coordinators.

g. Earth dams

1. Earth dam (Okamukwa, Engela constituency, Ohangwena Region)

The evaluators visited an earth dam at Okamukwa village that was rehabilitated with funds from the SCORE Project. It was a rainy morning and the dam measuring about (60x60x3) m was full to its brink – a great relief to a few livestock that survived the severity of the drought in the area.

2. Okalongo Earth dam

Accompanied by Councilor Hon. Ipinge, the evaluators visited an earth dam that was rehabilitated by the project and supplying water to five villages, namely Oshiteyatemo, Onambome, Olange, Okathitu Konghai, Eenghwena. With a population of over 4,000 people. Although not full, the dam contains sufficient water for months' ahead.

h. Traditional wells

- Uunkete traditional well, Oshikoto Region

The evaluators visited a traditional well at Uunkete village that the SCORE Project funded with the installation of the concrete rings. The well provides water to the livestock of the community. The well is in good condition and full of water.

- Traditional well at Johannes Lungameni homestead, Okambebe, Ongenga Constituency, Ohangwena Region)

The evaluators had an opportunity to visit a traditional well that was rehabilitated by the SCORE Project. Currently, the well has very little water (only about one budget can be drawn per day) due to groundwater drought. It is also silting and needs drilling. However, the water level is expected to rise if the current rainfall in the area continues. Fifteen households in the vicinity draw waters from the well. In total, about 200 people of which more than half are children depends on the well for their drinking water.

The family is recommending that the SCORE Project or the government fill the well with water. Second, the family is requesting to be assisted to start a garden.

i. Interviewing project management unit

Two members of the PMU were interviewed, namely, the PM and the Implementation Support Consultant/Technical Advisor. The PM was recruited in May 2015. The Technical Advisor was hired in August 2019 for five months, focusing primarily on the completion of the GEF-PIR, on providing support to Terminal Evaluation, on supporting the completion of AMAT/tracking tool and, on supporting the project operational and financial closure. All project staff are contracted by the MET. The support for the PM was necessary due to, among others, high project staff turnover particularly during 2019 and extended sick leave by the PM. The remaining Regional Project Coordinator (initially for Oshikoto and Ohanguena regions but additional took over Oshana and Omusati in 2019 when others resigned) who accompanied the evaluators in the field was interviewed and provided insights on the operations and implementation of the project on the ground. He highlighted some of the challenges including the slow process of procurement of materials which necessitated that some of the materials (e.g. shade nets) are yet to be distributed to the beneficiaries during the last two weeks before the closure of the project. In terms of the lesson learned, the Regional Project Coordinator is of the view that caution must be exercised in future for investment in groups' gardens.

Table 10 shows the results of the assessments. On average, effectiveness was rated the highest at 4.5 followed by relevance at 4. The impact is at 3.9 and efficiency at 3.5. Sustainability averaged the lowest at 2.8.

Table 10. Results of the evaluation of the project by PMU

Criteria	Interviewees		Average
	1	2	
Relevance	3	5	4.0
Effectiveness	4	5	4.5
Efficiency	2	5	3.5
Impact	3	4.8	3.9
Sustainability	2.5	3	2.8

For relevance, one interviewee considers that water remains a limiting factor in some of the selected regions. The other interviewee is of the view that the project was very relevant considering that Namibia is one of the first countries in Africa to pioneer the strengthening of the adaptive capacity for climate change and reduce the vulnerability to droughts and floods at households and community levels in the targeted areas. Both interviewees are satisfied that the project was effective because of, *inter alia*, strong stakeholders' involvement in the implementation and resources were deployed effectively. As far as efficiency was concerned, a score of 2 was given because of Bureaucracy especially in the procurement of goods and services has impacted on the efficiency. On the other hand, the regional project coordinators have provided excellent services to the beneficiaries. Regarding sustainability, one interviewee is of the views that (a) some farmers, especially the Groups, will not make it due infighting (b) conservation agriculture has not taken root, and (c) government resources are limited. The other concurred that the government has resources' constraints, in particular, fiscal constraints, as such even government co-financing was not fully realized as anticipated and the mainstreaming of the activities will remain to be seen.

One interviewee considers that the mindset of the farmers has changed, and the awareness of climate change and climate variability has been enhanced. Additionally, the project has contributed to food security at households and community levels through improved nutritional diets. Learners have gained insights into agriculture through practical lessons, and in addition, they benefited from feeding nutritious vegetable and fruits. The farmers' skills have been enhanced through various interventions offered by the project and conservation agriculture has, to a certain extent, improved the harvests.

Successful farmers can generate needed income for their families. Likewise, the SCORE Project has influenced the ploughing policy of the MAWF that now requiring the ripping to commence in October. The other interviewee noted that farmers have acquired gardening implements, their livelihoods improved, and their skills enhanced.

On recommendations

1. For the next project, consider reducing the number of outputs and activities to manageable levels, and that activities should commensurate with the available resources.
2. Have a small Project Steering Committee that represents requisite expertise, including finance.
3. Mainstream the activities within the line Ministry

United nations development programme (UNDP)

Interviewing Martha Naanda, Programme Specialist/ Head, UNDP CO 13 December 2019, UN House, Klein Windhoek

On the query of the comparative advantage of UNDP in the context of the SCORE Project, Ms Naanda highlighted that UNDP was the first to pilot the climate change project in the country. Thus, the SCORE Project followed successful pilot projects and is focusing on scaling up resilience and adaptation to floods and droughts due to climate change and climate variability. She emphasized that the UNDP implemented projects are, to the greatest extent, aligned to the country's National Development Plans.

Ms. Naanda has provided clarity on the roles of MAWF, the MET and UNDP in the context of the SCORE project implementation. She elaborated on operational and HR issues that negatively affected the smooth implementation of the project, particularly during 2019 and singled out the resignation of senior project staff as well as the prolonged sick leave of the PM. Responding proactively, an Implementation Support Consultant/Technical Advisor was hiring in August 2019 to provide support to the PMU (particularly finalizing the reports). The contracts of project staff were issued and managed exclusively by the MET.

For the sustainability after the closure of the project, Ms. Naanda pointed to the current sluggish economy in the country and severe droughts and operational / implementation management hiccups were not considered as risks in the assumptions. These events are an example of lessons learnt.

Noting that one Councilor was surprised to hear that the project will come to closure by the end of December, Ms Naanda is of the view that it is not late to handover to the government officially, and this can be arranged by the PM as a matter of urgency. According to Ms. Naanda, this is another lesson learnt on the importance of communicating officially with the government officials and politicians at appropriate levels. As part of M&E, the Deputy Resident Representative visited the field in August 2019. A Site Visit Report was shared with the evaluators.

In terms of future recommendations, Ms Naanda suggests the need to include a clause in the execution agreement clearly stating that the activities will be mainstreamed to ensuring sustainability. She further recommends that the audit trail needs to be included in the MTE report. In the Terminal Evaluation Report, Ms Naanda directs the evaluators to include specific recommendations for each entity, namely, UNDP, MET and MAWF.

10.5 List of Documents Reviewed

	Name	Extension
1.	2017-PIR-PIMS4711-GEFID5343-1.docx	.docx
2.	2018-GEF-PIR-PIMS4711-GEFID5343.docx	.docx
3.	2019-GEF-PIR-PIMS4711-GEFID5343.docx	.docx
4.	All monitoring reports prepared by the project	
5.	All Project Implementation Reports (PIR's)	
6.	Co-financing letters from MET, MAWF and UNDP: For the Namibia Project Scaling up community resilience to climate variability and climate change in northern Namibia, with a special focus on women and children	
7.	Consolidated Report Audit SCORE _2_.pdf	.pdf
8.	Copy of contract of Technical Advisor	
9.	Cost for drip irrigation materials and garden tools	.xlsx
10.	Final PIMS 5343 SCORE Prodoc.pdf	.pdf
11.	Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (GEF Climate Change Adaptation Tracking Tool)	
12.	Financial and Administration guidelines used by Project Team	
13.	List of all vegetable gardening beneficiaries in SCORE project operation areas in Kavango East	.docx
14.	List of MDI Beneficiaries	.xlsx
15.	UNDP Oversight mission report	
16.	PIF	
17.	PIR-2016-GEFID-PIMS4711.docx	.docx
18.	Procurement Action Plan_SCORE_ Jan_Dec 2017 V02.pdf	.pdf
19.	Project Inception Report	
20.	Project operational guidelines, manuals and systems	
21.	Project site location maps	
22.	Quarterly progress reports and work plans of the various implementation task teams	
23.	SCORE 2016 Progress made against outputs (7 January 2017) Final.pdf	.pdf
24.	SCORE 2016 Progress made against outputs _7 January 2017_ Final.pdf	.pdf
25.	SCORE PSC Meetings 1-7 Minutes	.pdf
26.	SCORE ANNUAL PROGRESS REPORT Jan_Dec 2017 _10 January 2018_.pdf	.pdf
27.	SCORE Co-Financing Table MTR (December 2019)	

28. SCORE Gender Analysis report	
29. SCORE MAPS	Folder
30. SCORE Micro_drip Training Manual English version 6 Nov 2016.pdf	.pdf
31. SCORE Mid-term Review Report	
32. SCORE Mission: PSC Members Monitoring and Evaluation Field Visit Report: Oshana and Omusati Regions May 2019)	
33. SCORE One Stone Training Report_Omu Osh Kun N.pdf	.pdf
34. SCORE Project Beneficiaries Possible Markets _12 April 2017_.pdf	.pdf
35. SCORE Project fixed Assest Registry	.xlsx
36. SCORE Project Result Framework (24 October 2019).docx	.docx
37. SCORE PSC Workplan 2017 _1 Feb 2017_ V02.pdf	.pdf
38. SCORE TORs PSC (29 July 2015).pdf	.pdf
39. SCORE UNDP Standard Progress Report - Q2 (18 July 2017) V01.pdf	.pdf
40. SCORE UNDP Standard Progress Report - Q1 (10 May 2017) V02.pdf	.pdf
41. SCORE UNDP Standard Progress Report _ Q1 _10 May 2017_ V02.pdf	.pdf
42. SCORE UNDP Standard Progress Report - Q1 (15 March 2016).pdf	.pdf
43. SCORE UNDP Standard Progress Report - Q2 (15 July 2016).pdf	.pdf
44. SCORE UNDP Standard Progress Report - Q3 (15 October 2016).pdf	.pdf
45. SCORE UNDP Standard Progress Report - Q4 (10 January 2017) V01.pdf	.pdf
46. SCORE UNDP Standard Progress Report (2015 Q4)_10 Jan 2016.pdf	.pdf
47. SCORE UNDP Standard Progress Report _ Q2 _15 July 2016_.pdf	.pdf
48. SCORE UNDP Standard Progress Report _ Q3 _15 October 2016_.pdf	.pdf
49. SCORE UNDP Standard Progress Report _ Q4 _10 January 2017_ V01.pdf	.pdf
50. Training Manual_SCORE Project_Tsumamas.pdf	.pdf
51. Training report Kavango East and West Shihengeenge 09 MARCH 17.pdf	.pdf
52. UNDP 4711_GEFID 5343_Final Evaluation AMAT TT_Namibia_2019_Draft1 (24 Oct).xlsx	.xlsx
53. UNDP country/countries programme document(s)	
54. UNDP Environmental and Social Screening results	
55. UNDP Final Evaluation AMAT (October 2019)	
56. UNDP Initiation Plan	
57. UNDP Project Document	
58. UNDP SCORE Project Targets for 2017.pdf	.pdf
59. Updated SCORE Project Risk Log (16 March 2017).pdf	.pdf

10.6 Evaluation Question Matrix

Annex C: Evaluation Questions

This Evaluation Criteria Matrix was fully completed/amended by the consultant and included in the TE inception report and as an Annex to the TE report.

Evaluative Criteria Questions	Indicators	Sources	Methodology
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?			
• How does the project support the GEF focal area and strategic priorities?	• GEF focal area and strategies incorporated in the project design	• Project documents	• Literature review
• How does the project support community resilience to climate variability and climate change in northern Namibia?	• Degree to which climate resilient agricultural practices are introduced • In line with national priorities • Level of implementation of UNFCCC in Namibia • Priorities and areas of work pf other conventions	• Project documents • National Climate Change Strategy and Action Plan (NCCSAP) • National Climate Change Policy (2011) • UNFCCC and other conventions	• Document analyses • Project Team • interviews with UNDP and government officials
• What was the level of stakeholder participation and ownership in project design and implementation?	• Degree of involvement of stakeholders in project design	• Project documents • PSC minutes • PIRs	• Document analyses

• How does the project support the needs of relevant stakeholders, and has the implementation of the project been inclusive of all relevant stakeholders?	• Strength of the link between expected results from the project and the needs of relevant stakeholders	• Project documents • PSC minutes • National policies	• Document analyses • Interviews
• Were local beneficiaries and stakeholders adequately involved in project design and implementation?	• Level of involvement of government officials and other partners in the project design process	• Project documents • Relevant Stakeholders • PSC Minutes	• Document analyses and interviews
• Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?	• Level of consistency between project expected results and project logic internal logic	• Project documents • Key project stakeholders	• Document analyses • Interviews
• Was the length of the project sufficient to achieve project outcomes?	• Degree to which expected outputs accomplished	• UNDP and Key Stakeholders	• Document analyses • Interviews
• Are the GEF funded activities and project objectives supported by other donors? How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors?	• Degree to which the program was coherent and complementary to other donors' projects nationally and regionally	• Documents from of the donors supported activities • UNDP national sources	• Document analyses • interviews
• Is there coordination and complementarity between donors?	• The extent to which complementarity and synergies was achieved	• National Executing Agency • Implementing Agency • PMU	• Document analyses • Interviews
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
• Has the project been effective in achieving its expected outcomes? • Outcome 1: Scaling up climate resilient livelihoods. • Outcome 2: Community level flood and drought management • Outcome 3: Climate change mainstreaming into agricultural strategy	• Ref to indicators in the Project Results Framework and Logframe	• Project documents • Quarterly and annual reports • PIRs • UNDP and Project Team	• Documents analysis • Interviews with relevant stakeholders • Interviews with Project Team

• What lessons have been learned from the project regarding achievement of outcomes?	Extent to which lessons are evident and have been recorded	• Data collected through evaluation	• Data analysis • Document analyses
• What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?	The degree to which the expected project results match the available budget and capacity	• UNDP and Project Team • Executing Agency and Implementing Partners	• Document analyses • Interviews
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
1. Were the project logical framework and work plans (and any changes made to them) used as management tools during implementation?	• Timely and adequacy of reporting provided	• PIRs • AMAT • PSC Minutes • UNDP and Project Team	• Data analysis • Document analysis
2. Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?	• Level of discrepancies between planned and utilised financial expenditures	• Project documents • Project Team • UNDP	• Document analyses • Interviews
3. Were progress reports produced accurately, timely and did they respond to the reporting requirements?	• Planned against actual funds leveraged	• Project documents • Project Team • UNDP	• Document analyses • Interviews
4. Was project implementation as cost effective as originally proposed (planned vs. actual)?	• Cost in view of results achieved compared to costs of similar projects from other organisations	• Project documents • Project Team • UNDP	• Document analyses • Interviews
5. Did the leveraging of funds (co-financing) happen as planned? Were financial resources utilized efficiently? Could financial resources have been used more efficiently?	• Adequacy of project choices in view of existing context, farming implements/climate smart facilities and costs	• Project documents • Project Team • UNDP	• Document analyses • Interviews
6. Was procurement carried out in a manner making efficient use of project resources?	• Occurrence of change in project design/implementation approach (i.e.	• Project documents • Project Team	• Document analyses

	restructuring) when needed to improve efficiency	• UNDP	• Interviews
7. To what extent were partnerships/linkages between institutions/organizations encouraged and supported?	• Specific activities conducted to support the development of cooperative arrangements between partners	Project documents and evaluations Project partners and relevant stakeholders	• Document analyses • Interviews
8. What was the level of efficiency of cooperation and collaboration arrangements?	• Evidence that particular partnerships/linkages will be sustained	• Project documents • Project partners and relevant stakeholders	• Document analyses • Interviews
9. Was an appropriate balance struck between utilization of international expertise as well as local capacity?	• Proportion of expertise utilized from international experts compared to national experts	• Project documents and evaluations UNDP • beneficiaries	• Document analyses • Interviews
10. Did the project take into account local capacity in design and implementation of the project?	• Number/quality of analyses done to assess local capacity potential and absorptive capacity	• Project documents • UNDP • Beneficiaries	• Document analyses • Interviews
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
1. How well are the risks, assumptions and impact drivers for financial, institutional, social and economic being managed?	• Thoroughness of risk identification and assumptions during project planning and design	• Project documents • UNDP, project team, and relevant stakeholders	• Document analyses • Interviews
2. What was the quality of the risk mitigation strategies developed? Were they sufficient?	• Quality of existing information systems in place to identify emerging risks and other issues	• Project documents • UNDP and Project Team	• Document analyses • Interviews
3. Are there clear strategies for risk mitigation related with the long-term sustainability of the project?	• Quality of risk mitigations strategies developed and followed	• Project documents • UNDP and Project Team	• Document analyses • Interviews
4. Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?	• Extent to which lessons are evident and have been recorded	• Project documents	• Document analyses

		• UNDP and Project Team	• Interviews
5. What lessons can be learnt from the project regarding climate resilience?	• Extent to which lessons are evident and have been recorded	• Data collected throughout evaluation	• Document analyses • Interviews
6. How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc.)?	• The degree to which coordination and oversight was achieved	• Data collected throughout the evaluation	• Document analyses • Interviews
7. What changes could have been made (if any) to the project in order to improve its efficiency?	• The degree to which M&E was developed and implemented	• Data collected throughout the evaluation	• Document analyses • Interviews
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or adaptation to climate change?			
a. Does the project adequately take into account the national realities, both in terms of institutional and policy framework towards adaptation to climate change in vulnerable areas in its design and its implementation?	• Degree of coherence between the project and national priorities, policies and strategies • Change in use and implementation of sustainable livelihoods • Level of knowledge about climate change adaptation	• Project documents • Key stakeholders • Beneficiaries	• Document analyses • Documents analysis • Interviews with project beneficiaries and stakeholders
b. Are there any indicators that the project has contributed towards reduced vulnerabilities in development sectors?	• Ref to indicators in the Results Framework and Logframe	• Project documents • Key stakeholders	• Document analyses
c. Are there any indicators that the project has contributed towards diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas?	• Degree to which the interventions contributed to community resilience	• Project documents • Key stakeholders • UNDP and Project Team	• Document analyses • Interviews

10.7 Questionnaires Used and Summary Results

"Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children" (SCORE Project) (PIMS 4711)

Focus Group Discussion and Key Informant Interviews

FGDs Community Level: Project Beneficiaries

Introduction

In all events during the field visits, the Regional Project Coordinator will introduce the Evaluation Team to the interviewee(s) and briefly explains the purpose of the visit. He then leaves the scene, allowing the interviews to commence in his absence. Generally, the International Consultant (Team Leader) would start the interview unless in a situation where the interviewee could not effectively communicate in English. Under such circumstances, the National Consultant would carry out the interviewee. In all cases, the evaluator informs the interviewee that the purpose is largely to hear and learn more about their experiences with the SCORE project. The evaluator would humbly request for an open and frank discussion on what went well and what did not go well. The interviewees were also assured that the information they are providing could be used in a report but with no specific reference to the person who made provided it.

General question

What was the type and level of your engagement with the Project SCORE Project, and since when?

The questions were structured on the evaluation criteria, namely, relevance, effectiveness, efficiency, sustainability and impact. Interviewees were further asked to commend on lesson learnt and any recommendation they may wish to make. Questions were beneficiary-stakeholder specific, depends on who is being interviewed (a farmer, school principal, a councillor, government official, Implementing Agency, Execution Agency, PMU). Below are typical questions used. There were follow-up questions in some instances.

- **Relevance**

  - In which Project activities did you participate in? What do you still remember most and why?
  - How does the Project relate to national developmental strategies and objectives?
  - How relevant is the support received from the Project to the school and the community?
  - How did the Project contribute to food security and poverty alleviation?
  - To what extent were the activities relevant to the needs and priorities in improving women's participation and gender equity?
  - Were Project activities addressing the identified needs of the target groups?

- Do you believe the activities you were involved in have address the problems identified? Exemplify.
- What has been the level of adaptability of the Project to shifting local needs? Explain.

2.0. Effectiveness

- What key results were achieved by the Project?
- What were the areas of greatest/least achievements and reasons for achievement/non-achievement (identify constraining and enabling factors)? How were constraining factors addressed?
- What are the greatest challenges you are facing in gardening?
- How was the Project appropriately responsive to the economic and institutional situation in the targeted Regions?
- Did the Project generate positive changes in the lives of targeted and untargeted beneficiaries?
- Are there key positive changes in the lives of those women and children? Explain.
- In which areas the Project has its least achievements? What have been the constraining factors and why? How can they be overcome?
- What should have been done to increase the effectiveness of the Project implementation?
- Was there an effective M&E system in place? Explain.

• Efficiency

- What resources were used to carry out the Project in your community?
- What have been the problems/issues/challenges identified regarding efficient implementations?
- If you had a problem, did you promptly receive any help or support to address it from the Project?
- Did the Project use the resources in a cost-effective way? Exemplify.
- Was the coordination within the implementation partners, implementing agency and the PMU efficient?
- How were the risks and assumptions monitored and mitigated?
- Was the reporting done regularly, and as per UNDP/GEF Project reporting requirements?
- To what extent did the local governance or management structure support or hinder the efficiency of Project implementation?
- How efficient the services provided to you by the SCORE Project?
- Do you believe funds, human resources, time, expertise etc) were allocated strategically to achieve outcomes?
- What measures were taken during planning and implementation to ensure that resources are efficiently used?
- Were funds delivered and activities conducted a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?
- What training was given to you by the project? And was it sufficient to enable you to carry out gardening efficiently?
- Were there opportunities for implementing the Project differently in a way that provided value for money in the future?
- What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender and improving women's participation?

• Sustainability

- What results were achieved by the Project? How were the needs of women and children addressed?
- What are the prospects of sustaining the project beyond termination?
- What strategies were put in place to enhance the sustainability of results accrued?

- To what extent has the facilitation of ownership of the results by stakeholders and beneficiaries occurred as well as ensure results will continue?
- Will your garden be sustained after the termination of the SCORE project?
- Did the local government and the line Ministry demonstrate ownership of the accrued results? Illustrate.
- How much do you earn from the produces and how do you plan to pay for garden implements in future?

- **Impact**

- What do you believe will the lasting contribution of this Project in your community?
- What did this Project bring to your community that was not there before it was implemented?
- What has been the overall impact of the interventions?
- What positive/negative changes took place in households/women's level of participation in the Project?

6.0. Lessons learnt and Recommendations

- What are the key lessons you have learned in implementing this project?
- What changed in the lives of women that you can attribute to the Project?
- If this Project were to continue, what would be your recommendations?
- Any other comment or recommendation in the context of the Project?

10.8 Evaluation Consultant Agreement Form

Annex E: 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[27]

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

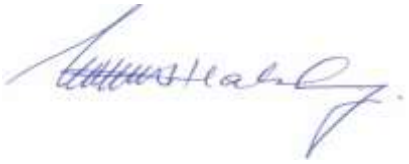
Name of Consultants: __Dr. Godwin Hlatshwayo__and Dr. Hashali Hamukuaya_____

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 Waterloo, Canada on November 25, 2019

Signed at Windhoek, Namibia on November 25, 2019



Signature: _____ _____

ANNEX G: 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: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____

[27] www.unevaluation.org/unegcodeofconduct

ENDNOTES

[i]Relevance is the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.
[ii]Effectiveness is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.
[iii]Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.
[iv]Sustainability denotes a continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
[v]Impact is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)
[vi]The emerging consensus in literature on impact evaluation appears to be that most questions can best be answered by "mixed methods" UNEG, "Impact evaluation in UN agency evaluation systems: Guidance on selection, planning and management," 2013, p.10, available online at http://www.uneval.org/document/detail/1433.
[vii]Universality and inalienability, indivisibility, interdependence and interrelatedness, equality and non-discrimination, participation and inclusion, and accountability and rule of law. Human rights are related to one's human dignity; they are universal, inalienable, indivisible, interconnected and inter-independent; governments are obligated to enforce such rights in a manner that promotes equality and non-discrimination. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)
[viii]including participation of key informants and stakeholders (including implementing partners and their national counterparts) and will visit and interview relevant Ministries and government agencies, implementing partner organizations, community leaders, Programme beneficiaries, key staff of the RUNOs.
[ix]UNEG. Integrating Human Rights and Gender Equality in Evaluations. p105
[x]There have been a number of methodological approaches to gender analysis. Information on these frameworks can be found at <policy-practice.oxfam.org.uk/publications/a-guide-to-gender-analysis-frameworks-115397> and <www.gdrc.org/gender/framework/framework.html>.
[xi]UNEG. Integrating Human Rights and Gender Equality in Evaluations. p106
[xii]<www.un.org/womenwatch/osagi/gendermainstreaming.htm>
[xiii]Caren Levy, 'Gender Justice and Development Policy: Is "Gender Mainstreaming" Up To The Challenge?' UCL Development Planning Unit, <www.ucl.ac.uk/~ucugw3i/files/ISID6/ISID_Caren Levy_Gender Justice and Policy.pdf>.
[xiv]CEDAW details obligations concerning the measures required in different public and private spheres. In particular, States are obliged:

- to incorporate the principle of equality of men and women in their legal system, abolish all discriminatory laws and adopt appropriate ones prohibiting discrimination against women;
- to establish tribunals and other public institutions to ensure the effective protection of women against discrimination; and
- to ensure elimination of all acts of discrimination against women by persons, organizations or enterprises.

[xv]OHCHR, 'Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation', 2006, p. 18, www.ohchr.org/Documents/Publications/FAQen.pdf