

**FINAL EVALUATION FOR CLIMATE CHANGE ADAPTATION SUPPORT  
THROUGH SMALL GRANTS PROGRAMME**

**Prepared by:**

**Prof. Riziki Shemdoe**

P.O.Box 223, Mafinga, Iringa Tanzania

[shemdoes@gmail.com](mailto:shemdoes@gmail.com)

+255653275385

**Submitted to:**

**Country Director**

UNDP Tanzania

Plot.182, Mzinga Way

Off Msasani Road, Oysterbay

P.O.Box 9182, Dar es Salaam - Tanzania

**August, 2018**

**DISCLAIMER**

The views of the authors presented in this report do not necessarily reflect the views of UNDP CBA Project who funded the programme.

## **Contents**

List of Acronyms.....	3
Executive Summary.....	4
INTRODUCTION.....	9
OBJECTIVES AND OVERALL APPROACH.....	10
SCOPE OF THE ASSIGNMENT.....	11
METHODOLOGY.....	11
Evaluation Approach.....	11
Data Source.....	12
Documents.....	12
Field visits.....	13
Evaluation Criteria.....	13
Evaluation categories used in rating the performance.....	15
FINDINGS.....	16
1. Relevance.....	16
2. Effectiveness.....	18
3. Efficiency.....	28
4. Sustainability.....	30
5. Partnership strategy.....	32
6. Gender equality.....	34
Lessons learnt.....	34
ANNEXES.....	37

## List of Acronyms

CBA	Climate Based Adaptation
CCA	Climate Change Adaptation
DC	District Council
EMA	Environmental Management Act
FTT	Fadhili Teens Tanzania
GoT	Government of Tanzania
HIV	Human Immunodeficiency Virus
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NAPA	Tanzania National Adaptation Programme of Action
NGO	Non Governmental Organization
NSC	National Steering Committee
PLWA	People Living With Aids
SAIPRO	Same Agricultural Improvement Project
SGP	Small Grant Programme
TADELO	Tanzania Development Light Organization
TAWIRI	Tanzania Wildlife Research Institute
ToR	Term of Reference
TRAC	Target for Resource Assignment from the Core
TVL	Tanzania Vulnerable Lighter
UN	United Nations
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
VPO	Vice President's Office
WUA	Water User Associations

## Executive Summary

### Programme Description

With the support of the United Nations Development Programme (UNDP), the Vice President's Office (VPO) designed a three-year programme (2013-2015), with several extensions up to June 2018). The programme is entitled “*Climate Change Adaptation Support through Small Grants Programme*”. This project aimed to support the implementation of early adaptation actions for local communities that are adversely affected by climate change impacts in selected areas of Tanzania. The project aimed to provide support to approximately 10,000 people, mostly farmers and pastoralists in Iringa rural, Longido and Bahi districts to cope with drought and water scarcity problems related to climate change effects. Due to the location of the NGOs implemented the project and due to the splitting of some districts, the areas where the project was implemented included also district Councils such as Chamwino and Chemba in Dodoma, Ikung'i in Singida and Same in Kilimanjaro. In this evaluation, the intention was to assess whether the conditions that were set to achieve the desired goal were relevant and whether the desired goal has been attained i.e. how several types of activities or interventions have lead to the outcomes identified as preconditions for achieving the long-term goal.

### Evaluation Approach

The final programme evaluation was conducted in a participatory manner through mixed-methodological approaches to capture qualitative and quantitative data. In this evaluation, sources of data were based on three categories. These are: project documents, interviews with people involved in the project and observations during site visits.

### Finding 1: Relevance

The strategy that was used in the design and the implementation of the project provided effective route to achieve the intended results. Channelling the funds through the NGOs and TAWIRI that worked in the field has assisted in the successful implementation of the climate change adaptation interventions. The project used a strategy that involved community and that community members have seen direct benefits such as water for domestic and agricultural use as well as reduced wildlife –human conflicts. One of the incorrect assumptions that were made during the project design was on the concept of mainstreaming climate change adaptation in the District Councils Development Plans. This did not take into consideration that the Plan is dictated by the Ministry of Finance and Planning through the budget guidelines for the respective year. The project is relevant to various national policies, strategies and frameworks such as National Strategy for Growth and Reduction of Poverty II by then; National Environmental Policy of 1997; EMA 2004; Tanzania National Climate Change Strategy of 2012; Tanzania National Adaptation Programme of Action (NAPA) of 2007; Tanzania Five Year Development Plan 2016/17 – 2021/22. Stakeholders involved were from all levels (i.e. International, national and local). It can be concluded that the project was *highly satisfactory designed*.

### Finding 2: Effectiveness

Regarding the effectiveness of the project management structure, the management of the project involved National Steering Committee and Sub Committees that were involved in approving funds and also in the monitoring and evaluation of the project activities.

On UNDPs' support in the implementation of the project, UNDP has been working closely with the grantees that were implementing the project interventions in different sites. Although there were some challenges in the availability of funds especially in the phase two on up-scaling, UNDP has ensured that all funds were obtained and disbursed to the respective grantees.

For the *output 1* where the project intended to implement project interventions in three (3) clusters to support 15 villages on awareness raising meetings, the project has reached six clusters and at least 22 villages where direct Climate Based Adaptation (CBA) interventions were implemented.

For the **output 2** where the project intended to carry out three (3) workshops one in each of the three district Councils, to train district staff on how to integrate climate change adaptation in district development plan. Although mainstreaming the climate change adaptation in the district plans has not been done as it is a policy issue, staff at the district councils have been involved in the workshops and meetings conducted in various project sites. Mainstreaming climate change adaptation was not done due to the fact that preparations of the District Development Plan follow the budget guidelines and prescribed Medium Term Expenditure Framework (MTEF) that is directly coming from the Ministry of Finance and Planning.

For the **output 3** where the project intended to implement a total of Ten (10) demonstration projects in these districts, the project has facilitated the implementation of more than ten projects in various areas and these have been implemented in a participatory manner. Facilitated interventions by the project were on water, agriculture, livestock and rangeland management.

On **output 4** which aimed at conducting three capacity building workshops on mainstreaming gender issues in climate change adaptation initiatives, the achievement of this output has been satisfactorily achieved. There has been a number of trainings that have been conducted in the project areas whereby gender mainstreaming and gender equity blended with modules on good governance, human rights and HIV AIDS prevention, denial, stigma for PLWA in these areas have been done. This has been achieved through meetings that were conducted by NGOs that implemented the project in the field.

Good example of the mainstreaming that has been done is on the water based projects implemented have taken into consideration women as a community segment that has been walking long distances and spending many hours in search for water. These have therefore been used as a corrective measure to enhance gender equality and reduce women vulnerability to climate change risks.

On **output 5** where the project intended to document project results and lessons learnt for replication and policy feed backs, it was confirmed by the interviewed community members that there has been number of facilitated intercommunity learning on climate change adaptation based interventions. In all the projects that have been visited, documentation have has been done. In the project implementation period, regarding the documentation, there has been local and international coverage. Local coverage involved about 10 newspaper articles. On international front, the SAIPRO project was published as a Best Practice in Sustainable Land Management by the University of Yale in the US and a joint publication by GEF and UNDP, which was launched in Ordos, China in 2017.

On **output 6** that was on project monitoring facilitated on a continuous basis and evaluation undertaken at mid-term and project completion, UNDP made various monitoring and evaluation field missions that have ensured that all activities presented in the grantee proposals are implemented in a standard way and that the value for money is attained.

Based on the nature of the interventions implemented, the project benefits have reached more than 10,000 people in the areas where they have been implemented which was the target for the project to achieve.

Generally on the effectiveness of the project it can be concluded that the project outputs have been achieved to a **satisfactory level**.

### **Finding 3: Efficiency**

Regarding the efficient and cost effectiveness for the project implementation strategy and execution, the project implementation used a very good strategy for the project execution as it used NGOs and Research Institutions that had experience in working on those areas. The execution involved organizations that had human capital and infrastructure already existed.

On economic utilization of financial and human resources in the project, human resources in the project were from the implementing agencies which included the NGOs and TAWIRI. Utilizing human capital that were already existing reduced cost for hiring new staff where funding for employment could reduce the investment capital. The implementation of the project was also mentioned to be participatory, as community members in the respective areas were involved in carrying out various activities as an in-kind contributions.

On funding disbursement, the project started in 2013 and it was a three-year programme (2013-2015). Due to delays in the availability of funds the project has had several extensions up to June 2018. The availability of funding in a timely manner could allow the implementing agencies to work on the project with a minimum project cost.

The project had a strong management team and it used project steering committees to ensure that the project activities are implemented smoothly. The team together with the steering committee were instrumental in the implementation of the project.

Monitoring and evaluation for the project was noted to be effective. Monitoring teams were able to visit the projects and were reporting to the national steering committee. Observations and recommendations provided by the monitoring were reported to be taken on board in the decision making and also in the implementation of the project. The M&E system for this project has **satisfactorily** ensured effective implementation of the project.

#### **Finding 4: Sustainability**

Regarding the sustainability of the project initiatives, there is no social and political risk that may jeopardise the sustainability of outcomes of the project. The only observation that has been noted is the high demand of the interventions and their associated benefits by the communities in all areas where the project has been implemented. This may result into over subscription of the users of the resources which at the end may result into some resource use conflicts.

In all areas where the project interventions have been implemented, LGA has been the main stakeholder with a long term objectives of the project.

Apart from the project documents such as project reports, monitoring and evaluation reports and financial reports, documentation has not been done to the satisfactory levels hence little sharing of the best practices with appropriate parties has been done.

Regarding the government structure, existence of the local government arms to the village level can support the sustenance of the project benefits.

Involving NGOs that are working on the ground in these areas has been one of the best approaches which could ensure the smooth exit of the project at the end of the project implementation. Challenges that have been observed during the evaluation mission were that the implementing agencies started implementing the exit strategies towards the very end of the project implementation period. Present of the regular Small Grant Programme may insure sustainability of the interventions as these interventions can be mainstreamed into SGP projects.

It was learnt that there was no Memorandum of Understanding (MoU) between the implementing agencies (The NGOs) and the Local Government Authorities (LGAs) regarding the implementation of the project interventions. Lack of the MoU reduced the commitment levels of the LGAs in the implementation of the interventions and hence the sustainability issues.

#### **Finding 5: Partnership strategy**

The UNDP Partnership strategy for the implementation of this project was appropriate and effective. Using the NGOs that are working in the areas where the implementation was done has been a very useful and effective strategy.

In all villages where the project was implemented, there is no programme that has a similar approach and working on similar issues. Possibilities for other donors and organization to come in with similar initiative in these areas are high. This should be welcomed to strengthen effort that UNDP has initiated.

The project has worked with both direct and indirect stakeholders. Direct stakeholders include the NGOs that were the recipient of the grant, local communities who are the beneficiaries of the interventions and the local government that has a role of ensuring the livelihoods of the communities in the respective areas of jurisdiction is maintained.

Internal communication with project stakeholders has been through letters and reports. At the project sites where the project was implemented, the internal communication included meetings with village officials and the communities who are the beneficiaries of the project.

Apart from the project reports and few (only two) newspaper articles that have been produced, no much communication has been done on the impact of the project to the public.

### **Finding 6: Gender equality**

Gender issues have been addressed in this project from the designing phase of the project. The nature of the interventions included water projects that has reduced a distance that, women were walking following areas where they could fetch water. This has shown how the project has embedded gender issues. Unintended effects with gender connections are: (i) availability of water at the communities vicinity has helped in reducing distance that women used to walk in search of water; (ii) women have now increased the frequency of washing clothes for them, their husbands and their children and hence cleanliness has improved; (iii) the levels of diseases especially the diarrhoea has gone down especially in the villages where the project interventions started in 2014; (iv) In Kurio Primary School in Chemba District, for the first time all class seven children have managed to go to secondary school, and (v) In the Maasai where the improvement of the Maasai traditional Bomas have been done, sleeping time to the communities has also increased.

### **Main Recommendations**

- Any organization that needs to work with communities in the climate change adaptation initiatives should ensure that the intended interventions have direct benefits to the community in the respective areas where the intervention is implemented;
- UNDP and other stakeholders should endeavor to negotiate with Ministry of Finance and Planning to include climate change code in the MTEF and also to include climate change adaptations part of the budget guideline as this has been included as an issue in the Tanzania Five Year Development Plan 2016/17 – 2021/22. This will give a room for the LGAs to be able to mainstream climate change adaptation in the Councils Development Plan and Budget;
- The evaluated project was developed to address needs that were under the MDGs and MKUKUTA which do not exist anymore. Due to the establishment of the Sustainable Development Goals (SDGs) and the presence of the Tanzania Five Year Development Plan 2016/17 – 2021/22 there is a need for developing a new Climate change Based Adaptation (CBA) programme and UNDP through TRAC is advised to avail more funds to projects addressing climate change adaptation as an effort to complement the GEF funding under Small Grant Programme;
- Regular Small Grant Programme is advised to mainstream climate change adaptation interventions into its regular funding to sustain these initiatives that have been initiated under this project;
- Implementation Climate change Based Adaptation (CBA) projects need to involve stakeholders from all levels (local, national and international), this helps in ensuring that the project is implemented smoothly as each stakeholder plays a different role in the implementation process;
- In the project structure, there is a need to include technical committee that will be thematic based to easier the evaluation of the projects proposals that are submitted for funding consideration if implementing a project with similar nature to this;
- There is a need to mark all the projects with name of the funding organization and the organization that implemented the project;
- There is a need to establish a legally functioning Water Users Associations that could handle the projects after the end of the UNDP funding;
- In the Maasai areas, stockiest should be encourages to open shops that will sell the construction materials such as those included in the improvement of the Bomas. This is recommended as most of the interviewed Maasai members have shown interest and willingness to buy such materials;
- There is a need to improve the Maasai Bomas using flat bars instead to save trees;

- Most of the areas, solar panels are not protected which may call for the theft of the panels;
- There is no any plan to add on the number of water points, thus users specially women who are fetching water for the domestic purposes if depending on the number of water points, it might course more time to be consumed while waiting for their buckets to be filled;
- Most of the NGOs that implemented the projects in the districts did not have offices in the district where the project was implemented. In future, it is important for the implanting agency to have an office or be accommodated in the district council offices to strengthen partnership;
- It is important for these interventions to be more documented as best practices and the lessons learnt to be shared widely so that people in other areas can learn on the importance of integrating service based interventions in adapting to climate change.
- It is recommended that media in such kind of a project be utilized to its full effect as one of the stakeholders in the implementation of the project.



## **INTRODUCTION**

With the support of the United Nations Development Programme (UNDP), the Vice President's Office (VPO) designed a three-year programme (2013-2015), with several extensions up to June 2018). The programme is entitled "*Climate Change Adaptation Support through Small Grants Programme*". The overarching goal of the project was to strengthen local capacity for implementation of climate change adaptation (CCA) actions through demonstrations of workable, low cost and technologically design community-based initiatives for improved livelihoods and achievement of Millennium Development Goals (MDGs) by then. This project aimed to support the implementation of early adaptation actions for local communities that are adversely affected by climate change impacts in selected areas of Tanzania.

The project also focused on demonstrating successful community based climate change adaptation initiatives for people living in marginal areas. The project aimed to provide support to approximately 10,000 people, mostly farmers and pastoralists in Iringa rural, Longido and Bahi districts to cope with drought and water scarcity problems related to climate change effects. Due to the location of the NGOs implemented the project and due to the splitting of some districts, the areas where the project was implemented included also district Councils such as Chamwino and Chemba in Dodoma, Ikung'i in Singida and Same in Kilimanjaro. The basic idea was to improve peoples' livelihoods through reducing vulnerabilities and increasing climate change resilience.

The project was expected to be achieved by equipping communities with knowledge and technologies, which are appropriate for combating impacts of climate change on agricultural productivity, food security, water availability and rangelands. The project formed part of the implementation of UNDAF (2011-2016) agreement that was signed between UN agencies and the Government of Tanzania in June 2010.

In this evaluation, the intention was to assess whether the conditions that were set to achieve the desired goal were relevant and whether the desired goal has been attained i.e. how several types of activities or interventions have lead to the outcomes identified as preconditions for achieving the long-term goal. This assisted in full understanding the precise link between activities and the achievement of the long-term goal of the programme. In this evaluation and as per the project document (the ProDoc); the project intended to achieve the following outputs:

### ***Output 1: increased awareness and understanding of the linkage between climate change and human development for target local communities in 15 villages***

The performance indicators under this result area are: three (3) clusters are set, support to 15 villages on awareness raising meetings. The clusters expected to have been set are cluster 1: with 5 villages along Ruaha River in Iringa District, cluster 2 with five (5) villages in Longido District, Arusha and cluster three (3) with five villages in Bahi District, Dodoma.

***Output 2: District management staff trained on how to integrate climate change adaptation in district development plan***

Performance indicators include: Three (3) workshops one in Iringa Rural District, Longido district and Bahi district where heads of departments are expected to have been trained on how to integrate climate change adaptation in their district development plans.

***Output 3: Climate change adaptation projects demonstrated in agriculture, livestock management and water sectors in Ruaha, Longido and Bahi Districts***

Performance indicators include: Ten (10) demonstration projects in each district are implemented based on the participatory identification of climate induced risks and factors.

**Output 4: Three capacity building workshops, one in each participating district on mainstreaming gender issues in climate change adaptation initiatives conducted**

Performance Indicators include: (i) Three (3) capacity building workshops one for each participating district on gender mainstreaming and gender equity blended with modules on good governance, human rights and HIV AIDS prevention, denial, stigma and PLWA and (ii) a number of women led supported projects in three districts as a corrective measure to enhance gender equality and reduce women vulnerability to climate change risks.

**Output 5: Project results and lessons learnt generated and documented for replication and policy feed backs**

Performance Indicators include: (i) number of facilitated intercommunity learning on community based climate change adaptation practices through peer to peer dialogue and exchange visits and (ii) documentation of evidence based climate change best practices in farming, livestock keeping, water supply and water-shed management for horizontal dissemination and policy feedback.

**Output 6: Project monitoring facilitated on a continuous basis and evaluation undertaken at mid-term and project completion**

Performance Indicators include: (i) existence of ToR for field based coordinators and used in the continuous monitoring process and (ii) facilitated ex-ante, in vivo and project completion evaluation.

## **OBJECTIVES AND OVERALL APPROACH**

This evaluation refers to a detailed assessment of the output and outcome of the climate change small grant programme, against established measures or expected results to determine if it achieved its objectives in a specified period of time. In this evaluation an impact evaluation approach was employed in order to assess the achievement of the indicators of the designed outputs. The intended users of the evaluation are all stakeholders directly or indirectly affected by the programme but the main ones are UNDP, Vice Presidents Office, Local Government Authorities (LGAs) and funded NGOs and research institutions. Stakeholders are expected to use

the evaluation findings and recommendations to improve the designing and implementation of other programmes with similar nature in future.

## **SCOPE OF THE ASSIGNMENT**

This terminal project evaluation covered the project implementation period of 2013 – 2018. The evaluation highlighted key lessons learned that will be used to provide informed guidance to future support to the Government of Tanzania (GoT).

The overall objective of the evaluation was to assess whether the project has succeeded in contributing towards strengthening local capacity for implementation of climate change adaptation actions through demonstrations of workable, low cost and technologically designed community-based initiatives for improved livelihoods and achievement of the then MDGs. It also assessed its contribution to overall climate change policies, human rights and gender equity while at the same time, highlighting the key lessons learned to provide informed guidance to future support to the GoT.

The scope of evaluation based on the project aim which was to provide support to approximately 10,000 people, mostly farmers and pastoralists in Iringa rural, Longido and Bahi. Due to some changes based on the up scaling and the separation and introduction of new District Council boundaries, Bahi District Council was omitted and District Councils including Chamwino, Chemba, Ikung’i and Same districts were added whereby the need to cope with drought and water scarcity problems related to climate change effects were also high.

The evaluation criteria focused on: relevance of the programme to the policy framework of the country, effectiveness based on the achievement of the programme results areas, efficiency of the programme implementation, impact of the programme to the intended beneficiaries and sustainability of the programme.

## **METHODOLOGY**

The final evaluation mission was carried out in areas that have been described under the scope of this assignment. The areas are Iringa rural, Longido, Chamwino, Chemba, Ikung’i and Same District Councils.

### **Evaluation Approach**

The final programme evaluation was conducted in a participatory manner through mixed-methodological approaches to capture qualitative and quantitative data. The field evaluation approach included: interviews with programme stakeholders and sites visits in the selected sites. Checklists were used in interviewing key informants (beneficiaries, staff, experts, government

officials and community groups); focus group discussions and interviews with the selected beneficiaries in the programme areas were also conducted.

## **Data Source**

In this evaluation, sources of data were based on three categories. These are: project documents, people involved in the project and observations during site visits, whereby some of the interventions that were implemented by the NGOs in the respective districts were visited. These interventions visited were those that were implemented in both phases in Iringa rural, Longido, Chamwino, Chemba, Ikung'i and Same District Councils.

## **Documents**

One of the data sources included project documents, records and media and publications resulting from the programme. Documents that were reviewed included: The project documents (ProDoc) on Climate Change Adaptation Support through Small Grants Programme 2012, Climate Change Adaptation Support Through Small Grant Programme Annual work plan January to December 2013, Climate Change Adaptation Support Through Small Grant Programme Multi-Year Results and Resources Framework, Concept Note on Demonstration of feasible community based climate Change Adaptation Actions for Improved Livelihoods and MDGs achievement in Tanzania.

Others include Monitoring plan for community based adaptation projects in Iringa rural, Longido, Chamwino, Chemba, Ikung'i and Same Districts, Notification letters to NGOs and TAWIRI, Small Grant Programme Minutes for NSCs meeting held on 11th August 2016 at the Protea Courtyard Hotel, Dar es Salaam, Small Grant Programme Minutes for NSC S meeting held on 9th February 2018 at the Protea Courtyard Hotel, Dar es Salaam, Small Grant Programme Minutes for NSC Subcommittee meeting held on Friday 8th March 2013 at the UNDP Office and UNDP call for proposals: Scale up of community based adaptation projects 2016, UNDP Tanzania Country Office.

Other documents that were reviewed include project progress reports for the NGOs that implemented the funded projects. i.e. (i) Fadhili Teens Tanzania (FTT) for the Profit Oriented Irrigated Agriculture Using Solar PV System Among Agro-Pastoral Communities in Chamwino District: A scale-up Project in Chinangali 1 and Magereko Villages; (ii) Same Agricultural Improvement Project (SAIPRO) for "Scaling up of soil and water conservation intervention for mitigation of the negative impacts of climate change for marginalized communities in Same District, Kilimanjaro Region" (iii) Tanzania Development Light Organization (TADELO) for "Upscaling of exploiting wind/solar potentials in Kurio Village, Chemba District as a means for improving water accessibility and agricultural production" (iv) Tanzania Vulnerable Lighter (TVL) for "Upscaling the harnessing of the potential of solar power for increased agricultural productivity and livelihood security in Mbagho Sub-village, Ulyampiti, Singida" and (v)

Tanzania Wildlife Research Institute (TAWIRI) for “Upscaling adaptation to climate change through improvement of livestock management practices and managing human wildlife conflict to reduce depredation in Longido District.

## Field visits

Among the information gathering approaches used in this evaluation was field visits approach. This was done over a period of 13<sup>th</sup> to 21<sup>st</sup> June 2018. Areas visited and the projects that the site visits were done are as indicated in the following table:

Date	Location	Activity
13.06.2018	Dar	Travelled to Iringa
14.06.2018	Iringa	Visited TEFA project site
14.06.2018	Iringa	Travelled to Dodoma
15.06 - 16.06.2018	Dodoma	Visited project sites of FTT and TADELO Meet Vice-President’s Office
16.06.2018	Dodoma	Travelled to Singida
17.06.2018	Singida	Visited project site of TVL
17.06.2018	Singida	Travelled to Arusha
18.06.2018	Arusha	Visited project site of TAWIRI
19.06.2018	Arusha	Travelled to Same
20.06.2018	Same	Visited project site of SAIPRO
21.06.2018	Same	Travelled to Dar

The checklist used in gathering information the identified stakeholders as per annex 3 of this report.

## Evaluation Criteria

In this mission evaluation criteria used as elaborated in evaluation matrix included:

**Project relevance:** Under the relevance of the project, several aspects were looked at in this evaluation. These included: The project strategy that provided the most effective route towards the intended results; Problems addressed by the project and the underlying assumptions; Incorrect assumptions to the context to achieving the project results as outlined in the project document; Contribution of the project in addressing country priorities and plans; Stakeholders involved in the implementation of the project and their impacts; and Gender issues addressed by the project.

**Project effectiveness:** In assessing the effectiveness of the project, the following are the areas that were looked at: Effectiveness of the project management structure, UNDPs’ support in the implementation of the project, Project responses to political, legal, economic, and institutional in Tanzania, Achievement and weakness in the implementation of the project, and Coordination and collaboration with other national institutions. Others are Qualities of execution of the implementing partners and responsible parties and pointing out areas that need improvement.

**Project efficiency:** In assessing the efficiency of the project, the assessment looked at various aspects. Some of these aspects include: Efficient and cost effective for the project implementation strategy and execution; Economic utilization of financial and human resources in the project; Funding disbursement; Participation of the project team and project steering committee in the success of the project; Efficiency of M&E systems in ensuring effective; and Sustainability of the project management.

**Project sustainability:** Under the sustainability criterion, the evaluation looked at issues such as the existence of social or political risks that may jeopardize sustainability of project outcome. Other issues include: current stakeholders in support of the long-term objectives of the project; and levels of documentation of lessons learned by the Project Team. Other issues that were looked at include; current legal frameworks, policies, governance structures and processes towards sustenance of the project benefits; presence of exit strategies and the changes in the current partnership(s) to promote long term sustainability.

**Partnership strategy:** Under the partnership aspects, the evaluation mission looked at various components if they have been addressed. These components include the appropriateness and effectiveness of the UNDP's partnership strategy; current or potential overlaps with existing partners' programmes; and appropriate partnerships with direct and indirect stakeholders. Other components that were looked at included the support from local and national government on the objectives of the project; internal project communication and external project communication.

**Gender equality:** The mission assessed how the project has considered the issue of gender equity and women empowerment through out of its planning and implementation. Concerning gender equality, the mission assessed the level at which the project has managed to eliminate discrimination against women at all levels during its implementation. The mission endeavoured to collect information by considering gender in conjunction with personal values, job characteristics, and personal variables for example age, education, and years of experience.

After all the information were collected based on the evaluation criteria, key and sub questions which are detailed in the evaluation matrix, the evaluation mission came out with overarching conclusions on the project results in this area of support. Furthermore, recommendations on how the UNDP Tanzania Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the intervention fully achieves planned outputs and the need to for further UNDP funding for projects with similar nature is recommended.

### **Evaluation categories used in rating the performance**

As per the UNDP evaluation guidelines, the following evaluation categories were used in rating the performance of each expected result area/output in the case of this project. Four different categories have been used in rating the implementation and achievement of the output. The categories used are whether the implementation of the expected result areas has reached (i) Highly satisfactory (ii) Satisfactory, (iii) Unsatisfactory, with some positive elements and /or (iv) Unsatisfactory.

## **FINDINGS**

Review of the literature and interviews with different stakeholders was carried out to establish the status of the programme in terms of the evaluation criteria used in the assessment. The evaluation started with a critical review of the key programme documents which included the climate change adaptation through small grant project document, various minutes of the National Steering Committee meetings, Multi-year result framework, and progress reports of the NGOs that were funded to implement the interventions in Iringa (Iringa DC), Dodoma (Chemba and Chamwino), Singida (Ikung'i), Arusha (Longido) and Kilimanjaro (Same District) as well as monitoring plans.

Other reviewed documents include National Environmental Policy of 1997 and the Environmental Management Act of 2004, National Strategy for Growth and Reduction of Poverty II just to see if the project design took into consideration such national documents that was guiding poverty alleviation issues by then, as well as Tanzania National Climate Change Strategy of 2012.

### **1. Relevance**

Under the relevance of the project, several aspects were looked at in this evaluation:

#### ***i. The project strategy that provided the most effective route towards the intended results***

Under the “Climate Change Adaptation through Small Grant Programme” Project, the strategy that was used in the design and the implementation of the project, it provided the effective route to achieve the intended results. Channelling funds through NGOs that worked in the field has assisted in the successful implementation of the climate change adaptation interventions.

The nature of the project interventions had direct impact to the communities. Although communities could not link these directly as climate change adaptation but the observation is that, if one wants to work with communities in the climate change adaptation, the intended interventions should have direct benefit to the community.

#### ***ii. Problems addressed by the project and the underlying assumptions***

Although climate change induced impacts were the problems addressed by the project, it has used a strategy that involved community and that the community members have seen direct benefits such as water for domestic and agricultural use as well as reduced wildlife –human conflicts caused by climate change in the project implementation areas.

#### ***iii. Incorrect assumptions to the context to achieving the project results as outlined in the project document***

One of the incorrect assumptions that were made during the project design was on the concept of mainstreaming climate change adaptation in the District Councils Development Plans. It was



assumed that LGAs can mainstream climate adaptation in the district council development plan. This assumption did not take into consideration that the development of the District Councils Development Plan is dictated by the Ministry of Finance and Planning through the budget guidelines for the respective year. The guidelines are then reflected in the Medium Term Expenditure Framework (MTEF). This resulted in unsatisfactory but with positive elements for the output that intended to train district management staff on how to integrate climate change adaptation in district development plan.

***iv. Contribution of the project in addressing country priorities and plans***

The Small Grant Programme for Climate Change Based Adaptation is relevant to various national policies, strategies and frameworks. One of the examples, is that, some outputs of the programme aimed to mainstream gender issues in climate change adaptation initiatives with the project indicators being to have women led supported projects in districts where the project was implemented as a corrective measure to enhance gender equality and reduce women vulnerability to climate change risks. This has contributed in addressing the then National Strategy for Growth and Reduction of Poverty II. Issues that were addressed especially blending gender equity with modules on good governance; human rights have been within the context of the National Environmental Policy of 1997 and the EMA 2004 and other related policies and legislations.

The project document when designed considered important issues such as documentation of evidence based climate change best practices in farming, livestock keeping, water supply and water-shed management. Such kind of interventions is geared to assist in adapting to climate change induced risks which is highly insisted in the Tanzania National Climate Change Strategy of 2012.

The programme is also in line with the Tanzania National Adaptation Programme of Action (NAPA) of 2007 which was prepared as part of the overall integrated plans, policies, and programmes for sustainable development at the national level. Issues that are addressed in the climate change adaptation through small grant such as climate change best practices in farming, livestock keeping, water supply and water-shed management are also within the 14 adaptation activities stressed in NAPA. These adaptation activities as per NAPA include: Water efficiency in crop production irrigation to boost production and conserve water; Alternative farming systems and water harvesting; Developing alternative water storage programmes and technology for communities; Community based catchments conservation and management programmes; Exploration and investment in alternative clean energy sources; Promotion of co-generation in the industry sector for lost hydro potential; Afforestation programmes in degraded lands using more adaptive and fast growing tree species; Development of community forest fire prevention plans and programmes; Establishment and strengthening of community awareness programmes on preventable major health hazards; Implementation of sustainable tourism activities in the coastal areas and relocation of vulnerable communities from low-lying areas; Enhanced wildlife extension services and assistance to rural communities in managing wildlife resources; Water

harvesting and recycling; Construction of artificial structures, establishment of a good land tenure system and facilitation of human settlements development.

The programme is also still relevant to the Tanzania Five Year Development Plan 2016/17 – 2021/22 that has noted climate change to have already affecting agriculture, human health and well being as well as water sources. This is mentioned in the plan to lead to low access to safe water sources and improved and reduced agricultural production.

**v. *Stakeholders involved in the implementation of the project and their impacts***

Stakeholders and their impacts in the implementation of the project included UNDP that through its regular core funding funded these projects. The funds were from Regular (TRAC); One UN Fund; SGP and Government of Tanzania. Other stakeholders involved are the NGOs that implemented the climate change adaptation in the respective districts, Local government officers in the respective district council, village governments in the areas where the project interventions were implemented as well as community members who volunteer in some of the activities that needed community interventions.

Regarding the relevance of the project, it can be concluded that the project was ***highly satisfactory designed***.

**2. Effectiveness**

In assessing the effectiveness of the project, the following are the areas that were looked at:

**i. *Effectiveness of the project management structure***

Based on the review of the project documents, various partners have been mentioned to work in the project. These include the Central Government through the Vice Presidents Office (VPO), UNDP, Local Government Authorities through the District Councils (Iringa DC, Chamwino, Chemba, Ikung'i, Longido and Same) and the NGOs that were funded to carry out the project interventions.

The Management of the project involved National Steering Committee and Sub Committees that were involved in approving the funds and also in the monitoring and evaluation missions. The signing of contracts involved the tri-parties, the UNDP, VPO and the grantee (NGOs and TAWIRI). This management structure has proved to be transparent throughout the project implementation period. One thing that the structure did not have or it was not clearly seen was the technical committee that are thematic based for review of the project proposals.

**ii. *UNDPs' support in the implementation of the project***

UNDP has been working closely with the grantees that were implementing the project interventions in different sites. Although there were some challenges in the availability of funds

especially in the phase two on upscaling, UNDP has ensured that all funds that were agreed with the grantees were obtained and disbursed to the respective grantees.

Further to this, UNDP made various monitoring and evaluation field missions that have ensured proper execution of all activities presented in the grantee proposals and that the value for money is attained.

### **iii. Project responses to political, legal, economic, and institutional in Tanzania**

As shown in the project relevance section, the project has been responsive to various existing and those existed political, legal, economic, and institutional frameworks in Tanzania. It has been responsive to the National Environmental Policy of 1997 and its instruments including the EMA 2004, water policy, the Tanzania National Climate Change Strategy of 2012; Tanzania National Adaptation Programme of Action (NAPA) of 2007 and the then National Strategy for Growth and Reduction of Poverty II.

The project has also been responsive also to the Tanzania National Vision 2025 and also to the Tanzania Five Year Development Plan 2016/17 – 2021/22 that has noted climate change to have already affecting agriculture, human health and well being as well as water sources which calls for the adaptation interventions.

### **iv. Achievement and weakness in the implementation of the project**

In this section, achievement of various project intended outputs and their associate indicators are discussed.

#### ***Output 1: increased awareness and understanding of the linkage between climate change and human development for target local communities in 15 villages***

Reviewing the project documents, the plan was to implement project interventions in three clusters to support 15 villages on awareness raising meetings. In the actual implementation the project was implemented in more than three (3) clusters. The implementation was implemented in six clusters which are Iringa DC, Chamwino, Chemba, Ikung'i, Longido and Same. This has doubled the number of clusters that were stated in the project document. The usefulness of increasing the clusters from three to six is that interventions were more distributed in many areas of the country than it was expected. This is important for more up scaling of the interventions by other partners and the LGAs is expected as the visibility has been increased.

In terms of villages, based on the project document, the interventions were required to be implemented in 15 villages. The project interventions have been implemented in at least 22 villages that had direct interventions that were fixed in those areas. These villages as distributed in the cluster as follows:

Sn	Cluster	No. of Villages	Nature of Interventions
1	Iringa DC	4	Conservation of water sources and integrated farming systems
2	Chamwino DC	2	Water projects using renewable energy for domestic livestock and irrigation
3	Chemba DC	1	Water projects using renewable energy for domestic livestock and irrigation
4	Ikung'i DC	1	Water projects using renewable energy for domestic livestock and irrigation
5	Longido DC	8	improvement of livestock management practices and managing human-wildlife conflict
6	Same DC	6	Soil and water conservation interventions and integrated farming systems

Field visits have confirmed that interventions that were stated in project reports have been implemented in these clusters and villages. In all the 22 villages, climate change awareness meetings have been conducted.

Focus group discussions with various beneficiaries and the interviews with the village government authorities have confirmed that climate change awareness campaigns have been conducted in these areas.

***Output 2: District management staff trained on how to integrate climate change adaptation in district development plan***

In order to deliver this output, the project was expected to conduct three (3) workshops one in each of the three district Councils i.e. Iringa Rural District, Longido district and Bahi district where heads of departments were expected to have been trained on how to integrate climate change adaptation in their district development plans.

Although mainstreaming the climate change adaptation in the district plans has not been done as it is a policy issue, staff at the district councils have been involved in the workshops and meetings conducted in various project sites. Mainstreaming climate change adaptation was not done due to the fact that preparations of the District Development Plan follow the budget guidelines and prescribed Medium Term Expenditure Framework (MTEF) that is directly coming from the Ministry of Finance and Planning.

. The template gives no chance for the introduction of new codes at the LGA level. Thus, conducting the intended workshops was regarded not to be necessary hence the funding that was meant for attaining this output was then changed to training local communities at the sites where the project interventions were carried out and district officials from various departments attended the meetings and workshops that were conducted by the NGOs in the respective project sites.

This therefore increased awareness to the community members on issues related to climate change adaptation.

***Output 3: Climate change adaptation projects demonstrated in agriculture, livestock management and water sectors in Ruaha, Longido and Bahi Districts***

To deliver this output, the project was expected to implement a total of Ten (10) demonstration projects in each district based on the participatory identification of climate induced risks and factors. The project has facilitated the implementation of more than ten projects in various areas and these have been implemented in a participatory manner. Facilitated interventions by the project were on water, agriculture, livestock and rangeland management.

The TAWIRI implemented project was on up scaling adaptation to climate change through improvement of livestock management practices and managing human-wildlife conflict to reduce depredation in Longido District, has assisted alleviating the incidences of livestock depredation in the project area. Since the beginning of the interventions in 2014 there was no depredation that was experienced.

The major achievement of this project which resulted in creating more demand from those people with completely traditional bomas is the fact that, the intervention has completely eliminated livestock predation.

In the first phase of the project, 31 bomas were improved out of 30 which were intended to be improved. This was more than 100% of the achievement. In the second phase that was on up scaling the interventions, the aim was to improve a total of 100 predator proof bomas.

At the time of the evaluation, a total of 89 bomas were improved. The remaining 11 bomas will be completed during the June/July extension that has been given to TAWIRI by UNDP. There is therefore a need to make a follow-up to ensure that the 11 bomas are improved. The reasons for this delay were the weather conditions whereby the area was affected by floods which destroyed infrastructure for transporting building materials.



**Fig 1:** Improved Bomas in one of the villages in Logido District

The project has also trained eight (8) conflict monitors one in each village where the project was implemented. The training was on making follow ups on predatory incidences and created awareness to communities on managing human-carnivore conflicts.

At the time the evaluation was conducted, the project has started preparations of conflict management toolkit to ensure the sustainability of the project after completion. The toolkit is in its final stages to be finalized. About 3000 people have benefited from the project interventions.

The challenge that was observed during the field visit is that, the bomas are still depending on trees which some do sprout and others do die and eaten by termites. It is therefore important that in other interventions of similar nature, the metal bars are used instead of trees as it will also stimulate conservation of tree species in the area.

One of the Maasai Youngman has copied the intervention in the area and used the metal bars; this indicated that people can copy interventions that are useful to them. It is also important to engage stockiest to open some stores in the areas close to the Maasai communities as this community has shown willingness to purchase the fencing materials.

Another visited project was that which was implemented by Fadhili Teens Tanzania (FTT) on Profit Oriented Irrigated Agriculture Using Solar PV System among Agro-Pastoral Communities in Chamwino District. In this project, FTT started with two wells in Chinangali village, among the two wells one has been very useful to communities as it is saving more than 4000 people in terms of domestic water and more than 20 women are benefiting from horticultural activities that are practiced practices in the area using water from this well. The second well although was a well constructed, it is not used by people in the area due to the fact that it produces salt water which is not suitable for either domestic purposes or crop production.



In the second phase which is the up scaling phase, two more solar pumped wells were constructed. During the evaluation visit; these two wells have just been completed in Majeleko village. These wells have started producing services to the community.

Based on the number of people who are residing in this village and those that have started entirely using these facilities for securing water for domestic purposes, it is estimated that about 3000 people benefiting from this intervention.

Community members in the area who were interviewed were willing to pay for the water services at a rate of 30Tshs per bucket of 20 liters. The challenge that was observed is that there was no Water User Association (WUA) as an umbrella for the collection of funds that will also ensure the sustainability of the project.

The aspect of improved agriculture in the area is also being implemented. A group of 20 women were mentioned to be benefiting from water for irrigation in Chillangali Village. In this project, one trough that is used for watering livestock has been constructed and animals have started using it.

The nature of the implementation of this project has been mentioned to be participatory enough that community members were involved in the implementation of the project. An example of participatory involvement in the implementation of the project is that FTT and community members from the two villages involved in the project participated on preparing furrows from pillar to farms, area where community is tapping water and area for watering animals.



**Fig. 3:** A garden that is producing vegetables and maize in Chillangali Village Chamwino DC as a result of the climate change adaptation project implemented by FTT

Project with similar nature was implemented by TADELO in Chemba District Council on Scaling up the Opportunity to Exploit Wind/Solar Potentials in Kurio Village: A Means for Improving Water Accessibility and Agricultural Production was visited.

This project was also implemented in two phase in Kurio village. In the first phase, two wells were constructed and are all functional. In phase two, two wells were dug, only one is functional, the second one could not produce water as the area that was selected; the team dug to a depth of 100 meter and could not find water.

The pump and the solar panels that were procured for this well have been agreed to be given to the Chemba District Council in order to be used in other area where the council is constructing such wells.

For the three wells that are functioning, they are providing services to more than 2000 community members in this village.



**Fig. 4:** A solar panel in one of the three water projects implemented by TADELO in Kurio village, Chemba DC



In Ulyampiti Village Ikung'i Singida, another project with similar nature was visited. In this village the project was implemented in two phases. In these phases the intention was to construct four wells, in the actual implementation, three wells were constructed and one was repaired. The funds that used to repair the existed village constructed well was the one that was remaining after the TLV dug a well to more than 100 meters and could not find water. Two wells that were constructed in phase one was all functional. They are providing water services for domestic and for irrigation purposes. Those that were constructed in the second phase, one is functional, it is producing water for domestic purposes and also watering livestock as there is a very good animal watering trough that has been constructed and is functional.

In this village, the community members that have been mentioned by the village government to be benefiting from the water project are more than 2500 and an estimated number of cattle that is watered in project are about 1500 per day.



Figure 4: Water project in Ulyampiti Village Ikung'i Singida

In Same District Council, Same Agricultural Improvement Project (SAIPRO) implemented a project on soil and water conservation intervention for mitigation of the negative impacts of climate change for marginalized communities. Six different interventions have been implemented in this district. These projects are (i) Construction of micro catchment (Ndiva) with a capacity to hold more than 400 cubic meters and lining 100 meters of water canal in Irete Vusini Village; (ii) Construction and lining of 1Km long canal from the water micro catchment in Hekapombe village; (iii) Rehabilitation of 600 cubic meters water micro catchment in Kwakazumbe area; (iv) construction of aqueduct that connects and allows water to flow from the Kiasa water micro catchment to an area where 70ha are being watered; (v) Rehabilitation of a charcoal dam in Ndaravoi area; and (vi) rehabilitation of a water canal in Mporomoko area.

Out of the six projects that were implemented by SAIPRO the mission managed to visit two projects which are the Irete Vusini water project whereby a water micro catchment (Ndiva) with a capacity to hold more than 400 cubic meters and lining 100 meters of water canal were

constructed. This has assisted 150 people who are farming in a total of 300ha to have benefited from this project.

In Hekapombe village 1Km long canal from the water micro catchment in the area has been constructed where a total of 104 subsistence farmers have indicated to benefit.

A visit to the two projects and focus group discussions with group members in the two communities has confirmed the project to be implemented and to be useful to the communities in the area. These two projects that were sampled for the mission have been noted to have been implemented to a satisfactory level.

Based on the field observations the output and its indicators have been *highly satisfactory achieved*



**Fig. 5a:** A focus Group discussion at Irete Vusini village



**Fig. 5b:** Site visit at the Irete Vusini water Source

***Output 4: Three capacity building workshops, one in each participating district on mainstreaming gender issues in climate change adaptation initiatives conducted***

Evidence on the achievement of this output has been satisfactorily achieved. There has been a number of trainings that have been conducted in the project areas whereby gender mainstreaming and gender equity blended with modules on good governance, human rights and HIV AIDS prevention, denial, stigma for PLWA in these areas have been done. This has been achieved through meetings that were conducted by NGOs that implemented the project in the field.

Good example of the mainstreaming that has been done is on the water based projects implemented have taken into consideration women as a community segment that has been walking long distances and spending many hours in search for water. These have therefore been used as a corrective measure to enhance gender equality and reduce women vulnerability to climate change risks.

***Output 5: Project results and lessons learnt generated and documented for replication and policy feed backs***

Under this result area in every project that the mission has visited, it was confirmed by the interviewed community members that there has been number of facilitated intercommunity learning on climate change adaptation based interventions. Under the TAWIRI project, at the time of evaluation, eight (8) conflict Monitors have been trained. In the implementation of the project more than 100 people have been trained on issues related to climate change and the need for the project in the area. In other projects, it was confirmed by the communities that were interviewed that before the projects started in their respective areas, there were several meetings and trainings on issues related to climate change that have been conducted. Regarding the documentation, there has been local and international coverage. Local coverage involved about 10 newspaper articles. On international front, the SAIPRO project was published as a Best Practice in Sustainable Land Management by the University of Yale in the US and a joint publication by GEF and UNDP, which was launched in Ordos, China in 2017.

***Output 6: Project monitoring facilitated on a continuous basis and evaluation undertaken at mid-term and project completion***

**Coordination and collaboration with other national institutions**

The project has made strategic coordination and collaboration with other institutions. To start with the way the funding was obtained was through the collaboration and coordination as the funds were from various institutions and sources. These sources included Regular (TRAC); One UN Fund; SGP and Government of Tanzania. The project has also been coordinated by the UNDP and VPO and that has shown how UN works closely with the respective governments.

**Qualities of execution of the implementing partners and responsible parties**

The project was implemented by NGOs and research institutions. The quality of all NGOS and the Research Institution implemented the project interventions was good. This has been shown by the way the interventions were implemented in the field. Funded interventions have been completed and they are providing services as it was expected. Examples are the water projects whereby in all sites visited, the interventions were completed and were offering the expected services. The capacity building areas there was a very useful information centre that was stocked with reading material on climate change the project that was implemented by five NGO and it helped people in the area to be able to read climate change adaptation related issues. Similarly TAWIRI through its project on Up scaling adaptation to climate change through improvement of livestock management practices and managing human-wildlife conflict, has managed to eradicate for four (4) years human –wildlife conflicts and has improved the management of livestock in over 100 Maasai Bomas. All these show the quality of the partners implemented the project.

Generally on the effectiveness of the project it can be concluded that the project outputs have been achieved to a **satisfactory level**

### **3. Efficiency**

In assessing the efficiency of the project, the assessment looked at various aspects as follows:

#### ***i. Efficient and cost effective for the project implementation strategy and execution***

The project implementation used a very good strategy for the project execution as it used NGOs and Research Institutions that had experience in working on those areas. The execution involved organizations that had human capital and infrastructure that already existed. This has reduced the cost for new recruitments, construction or supporting to hire offices for the project. This has therefore proved to be cost effective and made the project implementation to be efficient.

#### ***ii. Economic utilization of financial and human resources in the project***

Human resources in the project were from the implementing agencies which included the NGOs and TAWIRI. Utilizing human capital that were already existing reduced cost for hiring new staff where funding for employment could reduce the investment capital. The implementation of the project was also mentioned to be participatory, that is to say, community members in the respective areas where the project was implemented were also involved in carrying out some activities such as preparing furrows from pillar to farms, area where community is tapping water and area for watering animals. In the plumbing process community participated in the installation process. In the construction of micro catchment (Ndiva) and lining canals in Same for example, quantification of the in-kind community contribution has shown to be equal to the financial assistance that was given to the project. Thus involving communities in the implementation of some of the activities has not only made economical use of the human resources but it also ensured ownership of the communities in the project and subsidized the project cost.

Regarding the financial resources, all the visited projects proved to have a very good value for money. Water and irrigation projects as well as the one on up scaling adaptation to climate change through improvement of livestock management practices and managing human-wildlife conflict to reduce depredation, infrastructures constructed had proved to have a good value for money hence these resources were economically utilized.

#### ***iii. Funding disbursement***

As indicated earlier on, based on the documents reviewed and interviews, the project started in 2013 and it was a three-year programme (2013-2015). The project has had several extensions up to June 2018. Review of the project documents has indicated that up to December 2017, the implementation of the project has reached over 70% of the expectations. This was due to the delays in the availability of the project funding which led to several extensions. The availability of funding in a timely manner could allow the implementing agencies to work on the project with a minimum project cost but due to delays, the cost of the project may have gone higher as most of the projects were based on construction with industrial building materials as a requirement. Thus delays in disbursing funds could raise the cost of the project due to variations in prices.

***iv. Participation of the project team and project steering committee in the success of the project***

The project had a strong management team and it has used project steering committees to ensure that the project activities are implemented smoothly. The team together with the steering committee were instrumental in the implementation of the project. Team members and steering committees members were involved in the approval process of the projects that were to be funded. They were involved in conducting due diligence of the projects that needed to get funding they were also involved in the monitoring and evaluation missions.

Through document reviews, it was observed that there were good documentations that were made. Examples of the documents indicating the proper documentation, that are used as an evidence for the participation of the steering committee in the project implementation include (i)Small Grant Programme Minutes for NSC S meeting held on 11thAugust 2016 at the Protea Courtyard Hotel, Dar es Salaam, (ii)Small Grant Programme Minutes for NSCs meeting held on 9thFebruary 2018 at the Protea Courtyard Hotel, Dar es Salaam, and (iii)Small Grant Programme Minutes for NSC Subcommittee meeting held on Friday 8th March 2013 at the UNDP Office.

***v. Efficiency of M&E systems in ensuring effective***

Monitoring and evaluation for the project was noted to be effective. Monitoring teams were able to visit the projects and were reporting to the national steering committee. Observations and recommendations provided by the monitoring were reported to be taken on board in the decision making and also in the implementation of the project. The M&E system used involved members from the project team and the national steering committee. The challenge with the project that has been observed is that there was no midterm evaluation that was conducted or if conducted but the report was not available. Non existence of midterm evaluation was may be due to the nature of the project that has had a number of extensions that hindered the knowledge of when exactly is the mid of the project implementation that warranted the evaluation. The disadvantages of not conducting midterm evaluation among others include not obtaining the position of obtaining unbiased view of the project, not having time to cover observations that needed to be covered when the project has still time to recover and improve and also lacking the learning opportunities for all involved in the project implementation.

All in all the nature of the M&E system for this project has satisfactorily ensured effective implementation of the project.

***vi. Sustainability of the project management***

The project management starting with the project team at the UNDP is a team that has its members who are working in other portfolio. Phasing out of this project will still not affect much the existence of these staff members. This therefore still make the sustainability of the project and the management to still be high, as the team can still be able to assemble and develop new project proposal for extending the interventions that have been initiated under the CBA project. Regarding the national steering committee, the members are a mix from UDP, UNEP and Central

Government. Thus the sustainability issue of the committee is also still ensured as the members are also people with who did not entirely depend on the CBA project. This therefore can be used as a strong point for ensuring that the initiatives established under CBA are perpetuated by the management team and new project of similar nature be developed for funding consideration.

#### **4. Sustainability**

Under the sustainability criterion, the evaluation looked at the following issues:

##### **i. Social or political risks that may jeopardize sustainability of project outcomes**

Regarding the sustainability of the project initiatives, at the moment there is no risk of any social and political issues that may jeopardise the sustainability of outcomes of the project. The only observation that has been noted is the high demand of the interventions and their associated benefits by the communities in all areas where the project has been implemented. This may result into over subscription of the users of the resources which at the end may result into some resource use conflicts. This therefore calls for further awareness on the resource use and resource management. Examples are water projects, in the areas where water projects have been implemented the population is high compared to the capacity of the interventions to quench the needs. This may result in over subscription. Similarly in Same for example where almost every family depend on water for irrigation, if water resources from the constructed micro catchments (Ndiva) are not properly managed, there is a likelihood for the conflict between upstream and downstream community members which will lessen the sustainability levels of the project outcomes.

##### **ii. Current stakeholders in support of the long-term objectives of the project**

In all areas where the project interventions have been implemented, LGA has been the main stakeholder with a long term objectives of the project. It is important therefore that, the respective departments in the LGAs that have been involved in the implementation of the project interventions include the initiatives in their yearly plan of activities to ensure that the outcome of the project is sustained.

##### **iii. Documentation of lessons learned by the Project Team**

Apart from the project documents such as project reports, monitoring and evaluation reports and financial reports, documentation has not been done to the satisfactory levels hence little sharing of the best practices with appropriate parties has been done. It is important therefore for the UNDP to commission a mission to document the outcomes of the interventions that have been realised under this funding. Documenting best practices will aid in more application of such interventions in other areas of the country. This may also result in influencing policy changes and hence allow mainstreaming of the adaptation in the national and local development plans and budgets.

**iv. Current legal frameworks, policies, governance structures and processes towards sustenance of the project benefits**

The current legal frameworks, policies, governance structures and processes are in favour of the sustenance of the project benefits. The presence of the EMA 2004 that is guiding the environmental issues climate change adaptation issues inclusive; presence of water, forest, land and other sectoral policies; existence of national climate change strategy do support the sustenance of the project benefits. Moreover, recognition of climate change in the National Five Year Development Plan 2016/17 – 2021/22as one of the national challenges also do favour the sustenance of the project. Regarding the government structure, existence of the local government arms to the village level can support the sustenance of the project benefits.

**v. Presence of exit strategies**

Project interventions were designed to ensure sustenance of the benefits with proper exit strategies. Involving NGOs that are working on the ground in these areas has been one of the best approaches which could ensure the smooth exit of the project at the end of the project implementation. Challenges that have been observed during the evaluation mission were that the implementing agencies started implementing the exit strategies towards the very end of the project implementation period. Taking an example of water projects that have been implemented in Chamwino, Chemba, Ikung’i and Same, the implementing agencies (The NGOs) have established groups of community members who are working on the projects but there are no Water User Associations (WUA) that are registered and legally functioning.

Presence of the legally functioning WUA could ensure the sustainability of the interventions’ benefits as all issues regarding the financing; operation and maintenance of the infrastructure could be under these WUA. In order to sustain these interventions, it is therefore important to ensure that even under different arrangements; these groups are formalized as WUA that will take charge on the operation and maintaining the infrastructure hence sustaining the benefits of the interventions.

**vi. Changes in the current partnership(s) to promote long term sustainability**

In the current implementation there has been no Memorandum of Understanding (MoU) between the implementing agencies (The NGOs) and the Local Government Authorities (LGAs) regarding the implementation of the project interventions. Lack of the MoU reduced the commitment levels of the LGAs in the implementation of the interventions and hence the sustainability issues. It is important therefore in future that, the implementing agencies are directed as a requirement to sign a MoU that will ensure commitment of the LGAs to such project to promote long term sustainability.

**5. Partnership strategy**

Under the partnership aspects, the evaluation mission looked at following components:

**i. Appropriateness and effectiveness of the UNDP's partnership strategy**

The UNDP Partnership strategy for the implementation of this project was appropriate and effective. Using the NGOs that are working in the areas where the implementation was done has been a very useful and effective strategy. This is because some of these NGOs have worked in these areas for long and have built rapport with communities in those areas. Furthermore some of the NGOs by working in the area for long (i.e. SAIPRO in Same District), were able to understand the behaviour of the communities in the respective areas which facilitated the proper approach that was used.

Some little challenges were observed in some NGOs that were funded. One of the challenges is that these NGOs did not have offices in the area, even within the district localities; this has increased the management costs of the project although it has not compromised the quality of the outputs.

**ii. Current or potential overlaps with existing partners' programmes**

In all villages where the project was implemented, there is no programme that has a similar approach and working on similar issues. This therefore proved not to have any duplication of the interventions. There are potential complements that may be expected in future as climate change adaptation is a global issue. Possibilities for other donors and organization to come in with similar initiative in these areas are high. This should be welcomed to strengthen effort that UNDP has initiated.

**iii. Appropriate partnerships with direct and indirect stakeholders**

The project has worked with both direct and indirect stakeholders. Direct stakeholders include the NGOs that were the recipient of the grant, local communities who are the beneficiaries of the interventions and the local government that has a role of ensuring the livelihoods of the communities in the respective area of jurisdiction is maintained. This therefore has ensured the appropriateness of involving these stakeholders for the sustainability of the interventions.

The indirect stakeholders who have been involved are the funding organizations that have contributed the project funding for the project to be implemented.

**iv. Local and national government support the objectives of the project**

The project objectives are supported by both local and central government. The nature of the interventions although aimed at addressing climate change issues but they are intending to improve community welfare which is the role of the LGAs. Regarding the central government support on the objectives of the project, it is clearly shown under the Tanzania National Climate Change Strategy of 2012 as well as the Five Year Development Plan 2016/17 – 2021/22.

**v. Internal project communication**

Internal communication with project stakeholders has been through letters and reports. At the project sites where the project was implemented, the internal communication included meetings



with village officials and the communities who are the beneficiaries of the project. These communications have been regular and they have proved to be effective. At the field sites, such communications have led into increased willingness of the communities to contribute in the implementation of the project activities especially through the in-kind contributions.

#### **vi. External project communication**

As mentioned earlier on, this is the area that the project needed to put more efforts on the communication. Apart from the project reports and few (only two) newspaper articles that have been produced, no much communication has been done on the impact of the project to the public. Based on this observation, it is therefore advised that UNDP may decide to put some inputs to ensure that all the interventions that have been implemented which have proved to be beneficial to the communities as a climate change adaptation should be documented and communicated to the public.

### **6. Gender equality**

Gender issues have been addressed in this project from the designing phase of the project. One of the outputs of the project was to conduct capacity building workshops, one in each participating district on mainstreaming gender issues in climate change adaptation initiatives and mainstreaming and gender equity blended with modules on good governance, human rights and HIV AIDS prevention, denial, stigma and PLWA. The design of the project also intended to have a number of women led supported projects in three districts as a corrective measure to enhance gender equality and reduce women vulnerability to climate change risks were supported.

The nature of the interventions included water projects that has reduced a distance that, women were walking following areas where they could fetch water. This has shown how the project has embedded gender issues.

Regarding the unintended effect, it was reported by the community representatives interviewed in various sites that: (i) availability of water at their vicinity has helped in reducing distance that women used to walk in search of water; (ii) women have now increased the frequency of washing the clothes for them, their husbands and their children and hence cleanliness has improved; (iii) the levels of diseases especially the diarrheal has gone down especially in the villages where the project interventions started in 2014; (iv) In Kurio Primary School in Chemba District, for the first time all class seven children have managed to go to secondary school. This has been due to the fact that pupils are now concentrating on their studies for long time unlike what happened in the past whereby they spent much of their time in fetching water far away from their area; and (v) In the Maasai where the improvement of the Maasai traditional Bomas have been done sleeping time to the communities has also increased.

### **Lessons learnt**

**Under relevance of the project the lessons learnt are:**

- Any organization that needs to work with communities in the climate change adaptation should ensure that the intended interventions have direct benefit to the community in the respective areas where the intervention is implemented;
- Before making assumptions for mainstreaming climate change adaptation in District Councils Development Plans there was a need to negotiate with the Ministry of Finance and Planning to include climate change code in the MTEF and also to include climate change adaptations part of the budget guideline as this has been included as an issue in the five year development plan. This will give a room for the LGAs to be able to mainstream climate change adaptation in the Councils Development Plan and Budget;
- The evaluated project was developed to address needs that were under the MDGs and MKUKUTA which do not exist anymore. Due to the establishment of the Sustainable Development Goals (SDGs) and the presence of the Tanzania Five Year Development Plan 2016/17 – 2021/22 there is a need for developing a new Climate change Based Adaptation (CBA) programme and UNDP through TRAC is advised to avail more funds to projects addressing climate change adaptation as an effort to complement the GEF funding under Small Grant Programme; and
- In the implementation of such a project, there is a need to involve stakeholders from all levels (local, national and international), this helps in ensuring that the project is implemented smoothly as each stakeholder plays a different role in the implementation process.

**Under effectiveness of the project the lessons learnt are:**

- Any organization that needs to work with communities in the climate change adaptation initiatives should ensure that the intended interventions have direct benefit to the community in the respective areas where the intervention is implemented;
- UNDP and other stakeholders should endeavor to negotiate with Ministry of Finance and Planning to include climate change code in the MTEF and also to include climate change adaptations part of the budget guideline as this has been included as an issue in the five year development plan. This will give a room for the LGAs to be able to mainstream climate change adaptation in the Councils Development Plan and Budget;
- There is a need to mark all the projects with name of the funding organization and the urgency that implemented the project;
- There is a need to establish a legally functioning Water Users Associations that could handle the projects after the end of the UNDP funding;
- Most of the areas, solar panels are not protected which may call for the theft of the panels;
- In the Maaasai areas, stockiest should be encourages to open shops that will sell the construction materials such as those included in the improvement of the Bomas. This is recommended as most of the interviewed Maasai members have shown interest and willingness to buy such materials;
- There is a need to improve the Maasai Bomas using flat bars instead to save trees;

- There is no any plan to add on the number of water points, thus users specially women who are fetching water for the domestic purposes if depending on the number of water points, it might course more time to be consumed while waiting for their buckets to be filled;
- Although documentation of the best practices in this project has been done to a satisfactory level. It is important for these interventions to be more documented as best practices and the lessons learnt to be shared widely so that people in other areas can learn on the importance of integrating service based interventions in adapting to climate change.

**Under efficiency of the project the lessons learnt are:**

- The availability of funding in a timely manner to avoid variations that have been always going up when the project duration is lengthened as the prices of construction materials especially for the interventions that needed industrial materials.
- The close relationship between the project team and the steering committee has resulted into the success of the implementation of the project.
- Implementation Climate change Based Adaptation (CBA) projects need to involve stakeholders from all levels (local, national and international), this helps in ensuring that the project is implemented smoothly as each stakeholder plays a different role in the implementation process;
- In the project structure, there is a need to include technical committee that will be thematic based to easier the evaluation of the projects proposals that are submitted for funding consideration if implementing a project with similar nature to this;

**Under sustainability of the project, the lessons learnt are:**

- Recognition of climate change in the National Five Year Development Plan 2016/17 – 2021/22as one of the national challenges also do favour the sustenance of the project.
- Existence of the local government arms to the village level that were involved in the project implementation can support the sustenance of the project benefits.
- In the water projects that have been implemented, the established groups are not formalized as WUA. Formalizing WUAs will help to take charge on the operation and maintaining the infrastructure hence sustaining the benefits of the interventions.
- To ensure the sustainability of the project interventions it is important that, the implementing agencies do sign a Memorandum of Understanding (MoU) that will ensure commitment of the LGAs to such project to promote long term sustainability.

**Under partnership strategy of the project, the lessons learnt are:**

- Most of the NGOs that implemented the projects in the districts did not have offices in the district where the project was implemented. In future, it is important for the implanting agency to have an office or be accommodated in the district council offices to strengthen partnership; and

- Media has not been utilized to its full effect as one of the stakeholders in the implementation of the project. It is therefore recommended that media in such kind of a project be utilized to its full effect as one of the stakeholders in the implementation of the project.

# ANNEXES

## Annex 1: Evaluation Matrix

Evaluation criteria	Key question(s)	Sub-question(s)	Indicator(s) data	Collection method(s)	Data source	Assumptions
<b>Relevance</b>	To what extent did the <i>activities designed and implemented were suited to priorities and realities</i>	<ul style="list-style-type: none"> <li>- Did the strategy provide the most effective route towards the intended results?</li> <li>- What were the problems addressed by the project and the underlying assumptions?</li> <li>- Is there effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the project document?</li> <li>- How has the project addressed country priorities and plans?</li> <li>- Who were involved in the implementation of the project?</li> <li>- Who were the</li> </ul>	<ul style="list-style-type: none"> <li>- Alignment with national plan on gender equality</li> <li>- List of the problems addressed by the project</li> <li>- Assumptions made that are detailed in the log frame</li> <li>- List of country priorities as detailed in the national agenda</li> <li>- List of stakeholders involved in the implementation of the project and their involvement</li> <li>- Gender issues considered by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Monitoring records</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- All key stakeholders</li> <li>- UNDP project staff worked in the project implementation sites</li> <li>- Various Project reports</li> </ul>	<ul style="list-style-type: none"> <li>- Key informants will be able to provide information required, UNDP project team will avail all the necessary documents UNDP project team will be able to provide information required</li> </ul>

		<p>stakeholders and their impacts in the process of the implementation of the project?</p> <p>How did the project address gender issues?</p>				
<b>Effectiveness</b>	<i>To what extent has the programme achieved its intended outputs and objectives</i>	<p>How effective was the project management structure as outlined and how can that be improved?</p> <p>How UNDP did provided support in the implementation of the project and how can that be improved?</p> <p>How was the project responsive to political, legal, economic, and institutional, in Tanzania?</p> <p>Did the project approach produce demonstrated successes focusing on achievement and weakness, and if not, how can those</p>	<p>Evidence of contribution to results as outlined in the programme/project plan and articulated in the theory of change</p> <p>Types of support provided by UNDP</p> <p>Evidence of effective consultation with key partners</p> <p>Relevance of the project to the national policy and legal framework</p> <p>Number of achievement the project has attained</p> <p>List of stakeholders involved in the implementation of the project and their involvement</p>	<ul style="list-style-type: none"> <li>• Document analysis (annual and donor reports, etc.)</li> <li>• Monitoring records</li> <li>• Interviews</li> <li>• Survey</li> <li>• Case study</li> </ul>	<p>All key stakeholders UNDP project staff worked in the project implementation sites</p> <p>Various Project reports</p>	<p>Key informants will be able to provide information required, UNDP project team will avail all the necessary documents UNDP project team will be able to provide information required</p>

		<ul style="list-style-type: none"> <li>- be improved?</li> <li>- Did the project made strategic use of coordination and collaboration with other national institutions and with other donors in the country/region to increase its effectiveness and impact?</li> <li>- What were the qualities of execution of the implementing partners and responsible parties (IPs and RPs) and what are the areas that need improvement?</li> </ul>				
<b>Efficiency</b>	<i>To what extent did the project implementation approach helped the project success?</i>	<ul style="list-style-type: none"> <li>- Has the project implementation strategy and execution been efficient and cost effective?</li> <li>- How has financial and human resources been economically utilised?</li> </ul>	<ul style="list-style-type: none"> <li>- Project implementation strategy</li> <li>- Financial resources</li> <li>- Vis activities implemented</li> <li>- Number of staff vis</li> <li>- Activities conduced</li> <li>- Disbursement mechanism and timing</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis of routine project information of resources, processes and outputs</li> <li>- Document analysis</li> <li>- Monitoring records</li> </ul>	<ul style="list-style-type: none"> <li>- All key stakeholders</li> <li>- UNDP project staff worked in the project implementation sites</li> <li>- Various Project reports</li> <li>- Benchmarking against</li> </ul>	<ul style="list-style-type: none"> <li>- Key informants will be able to provide information required,</li> <li>- UNDP project team will avail all the necessary documents</li> <li>- UNDP project team will be able to provide information</li> </ul>

		<ul style="list-style-type: none"> <li>- Has the project funding been delivered in a timely manner?</li> <li>- How has the project team including the project steering committee participated in the success of the project?</li> <li>- How efficient were the M&amp;E systems in ensuring effective and sustainability of the project management?</li> </ul>	<ul style="list-style-type: none"> <li>- Involvement of steering committee in project decision making i.e. number of steering committee meetings conducted</li> <li>- Vis number of meetings prescribed in the project document</li> <li>- Existence of M&amp;E framework, frequency of the monitoring missions, Monitoring reports, presence of midterm evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- audit reports</li> <li>- monitoring reports</li> <li>- Midterm evaluation reports</li> <li>- Minutes for the steering committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>- required UNDP project team will be able to provide various project documents/reports</li> </ul>
<b>Programme Sustainability</b>	<i>To what extent will the project impacts continue beyond project closure?</i>	<ul style="list-style-type: none"> <li>- Are there any social or political risks that may jeopardize sustainability of project outcomes?</li> <li>- Are the current stakeholders in support of the long-term objectives of the project?</li> <li>- Are lessons learned documented by the Project Team</li> </ul>	<ul style="list-style-type: none"> <li>- Scaled up of projects</li> <li>- Number of media and campaigns conducted</li> <li>- Number of political influential people engaged</li> <li>- Level of integration of the project interventions in the LGA plans</li> <li>- Number of LGA staff involved in the project and their functions</li> <li>- The extent to which the project objectives have anchored into</li> </ul>	<ul style="list-style-type: none"> <li>- Document analysis</li> <li>- Monitoring records</li> <li>- Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- All key stakeholders</li> <li>- UNDP project staff worked in the project implementation sites</li> <li>- Various Project reports</li> <li>- Benchmarking against audit reports</li> <li>- monitoring reports</li> <li>- Midterm evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Key informants will be able to provide information required,</li> <li>- UNDP project team will avail all the necessary documents</li> <li>- UNDP project team will be able to provide information required</li> <li>- UNDP project team will be able to provide various project</li> </ul>



		<p>on a continual basis and shared with appropriate parties who could learn from the project?</p> <p>- Do the current legal frameworks, policies, governance structures and processes pose risks that may jeopardize the sustenance of the project benefits?</p> <p>- Are there any environmental risks that may jeopardize the sustainability of the project's outcomes?</p> <p>- Do the UNDP interventions have well designed and well-planned exit strategies?</p> <p>- What changes if any should be made in the current partnership(s) to promote long term sustainability?</p>	national policy and legal framework		<p>reports</p> <p>- Minutes for the steering committee meetings</p>	documents/reports
--	--	--	-------------------------------------	--	---	-------------------

<p><b>Partnership strategy</b></p>	<p><i>To what extent has the project been able to create and maintain partnerships</i></p>	<ul style="list-style-type: none"> <li>- Has UNDP's partnership strategy been appropriate and effective?</li> <li>- Are there current or potential overlaps with existing partners' programmes'?</li> <li>- Has the project developed and leveraged the necessary and appropriate partnerships with direct and indirect stakeholders?</li> <li>- Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in the project decision-making that supports efficient and effective project implementation?</li> <li>- To what extent has stakeholder involvement and</li> </ul>	<ul style="list-style-type: none"> <li>- Presence of partnerships strategy</li> <li>- Partners involved and their programme/project objectives</li> <li>- Number of partners engaged</li> <li>- Level of involvement of LGA and Central government</li> <li>- Number and modality of awareness campaigns conducted</li> <li>- Existence of internal and external communications strategy</li> <li>- Stakeholders included in the external communication strategy</li> <li>- Potential stakeholders that were left out in the communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Document analysis</li> <li>- Monitoring records</li> <li>- Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- All key stakeholders</li> <li>- UNDP project staff worked in the project implementation sites</li> <li>- Various Project reports</li> <li>- Benchmarking against audit reports</li> <li>- monitoring reports</li> <li>- Midterm evaluation reports</li> <li>- Minutes for the steering committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Key informants will be able to provide information required,</li> <li>- UNDP project team will avail all the necessary documents</li> <li>- UNDP project team will be able to provide information required</li> <li>- UNDP project team will be able to provide various project documents/reports</li> </ul>
------------------------------------	--	---	--	---	---	---

		<p>public awareness contributed to the progress towards achievement of project objectives?</p> <p>- What was the internal project communication with stakeholders – is it regular and effective?</p> <p>- Are there key stakeholders left out of communication? Are there feedback mechanisms in place?</p> <p>- Does this communication with stakeholders contribute to their awareness of project results?</p> <p>- Review the external project communication – are there proper means of communicating the impact of the project to the public?</p>				
--	--	--	--	--	--	--

<b>Human rights</b>	<i>To what extent have human right issues been taken into consideration in the implementation of the project?</i>	To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefitted from UNDP Tanzania's work through this project?	Number of the marginalized involved in the project Pro poor activities that have been implemented for poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups	Document analysis Monitoring records Interviews	All key stakeholders UNDP project staff worked in the project implementation sites Various Project reports Benchmarking against audit reports monitoring reports Midterm evaluation reports Minutes for the steering committee meetings	Key informants will be able to provide information required, UNDP project team will avail all the necessary documents UNDP project team will be able to provide information required UNDP project team will be able to provide various project documents/reports
<b>Gender Equality</b>	<i>To what extent has gender issues been taken into consideration during the implementation of the project?</i>	To what extent has gender been addressed in the design, implementation and monitoring of the project? Is the gender marker data assigned to this project representative of reality? To what extent has	Gender issues addressed in the project document Types of gender data collected during the project implementation Data collected segregated by gender Gender issues in the National Climate Change strategy Other gender related unintended effect	Document analysis Monitoring records Interviews	All key stakeholders UNDP project staff worked in the project implementation sites Various Project reports Benchmarking against audit reports monitoring reports	Key informants will be able to provide information required, UNDP project team will avail all the necessary documents UNDP project team will be able to provide information required UNDP project team will be able to

		<p>UNDP Tanzania's climate change adaptation policies and strategy support promoted positive changes in gender equality?</p> <p>Were there any unintended effects?</p>			<ul style="list-style-type: none"> <li>- Midterm evaluation reports</li> <li>- Minutes for the steering committee meetings</li> <li>- Interviews</li> <li>- Focus Group discussions</li> </ul>	<p>provide various project documents/reports</p> <p>Community members are willing to be interviewed</p>
--	--	--	--	--	--	---

## Annex 2: Final Evaluation mission itinerary

Date	Location	Activity
13.06.2018	Dar	Travel to Iringa
14.06.2018	Iringa	Visit TEFA project site
14.06.2018	Iringa	Travel to Dodoma
15.06 - 16.06.2018	Dodoma	Visit project sites of FTT and TADELO Meet Vice-President's Office
16.06.2018	Dodoma	Travel to Singida
17.06.2018	Singida	Visit project site of TVL
17.06.2018	Singida	Travel to Arusha
18.06.2018	Arusha	Visit project site of TAWIRI
19.06.2018	Arusha	Travel to Same
20.06.2018	Same	Visit project site of SAIPRO
21.06.2018	Same	Travel to Dar



## **ANNEX 3:**

### **A. CHECKLIST FOR STAKEHOLDERS: GENERAL**

#### ***To what extent did the activities designed and implemented were suited to priorities and realities***

- Did the strategy provide the most effective route towards the intended results?
- What were the problems addressed by the project and the underlying assumptions?
- Is there effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the project document?
- How has the project addressed country priorities and plans?
- Who were involved in the implementation of the project?
- Who were the stakeholders and their impacts in the process of the implementation of the project?
- How did the project address gender issues?

#### ***To what extent has the programme achieved its intended outputs and objectives***

- How effective was the project management structure as outlined and how can that be improved?
- How UNDP did provided support in the implementation of the project and how can that be improved?
- How was the project responsive to political, legal, economic, and institutional, in Tanzania?
- Did the project approach produce demonstrated successes focusing on achievement and weakness, and if not, how can those be improved?
- Did the project made strategic use of coordination and collaboration with other national institutions and with other donors in the country/region to increase its effectiveness and impact?
- What were the qualities of execution of the implementing partners and responsible parties (IPs and RPs) and what are the areas that need improvement?

#### ***To what extent did the project implementation approach helped project success?***

- Has the project implementation strategy and execution been efficient and cost effective?
- How has financial and human resources been economically utilised?
- Has the project funding been delivered in a timely manner?
- How has the project team including the project steering committee participated in the success of the project?
- How efficient were the M&E systems in ensuring effective and sustainability of the project management?

#### ***To what extent will the project impacts continue beyond project closure?***

- Are there any social or political risks that may jeopardize sustainability of project outcomes?
- Are the current stakeholders in support of the long-term objectives of the project?
- Are lessons learned documented by the Project Team on a continual basis and shared with appropriate parties who could learn from the project?
- Do the current legal frameworks, policies, governance structures and processes pose risks that may jeopardize the sustenance of the project benefits?
- Are there any environmental risks that may jeopardize the sustainability of the project's outcomes?
- Do the UNDP interventions have well designed and well-planned exit strategies?

- What changes if any should be made in the current partnership(s) to promote long term sustainability?

***To what extent has the project been able to create and maintain partnerships?***

- Has UNDP's partnership strategy been appropriate and effective?
- Are there current or potential overlaps with existing partners' programmes'?
- Has the project developed and leveraged the necessary and appropriate partnerships with direct and indirect stakeholders?
- Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in the project decision-making that supports efficient and effective project implementation?
- To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- What was the internal project communication with stakeholders – is it regular and effective?
- Are there key stakeholders left out of communication? Are there feedback mechanisms in place?
- Does this communication with stakeholders contribute to their awareness of project results?
- Review the external project communication – are there proper means of communicating the impact of the project to the public?

***To what extent have human right issues been taken into consideration in the implementation of the project?***

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefitted from UNDP Tanzania's work through this project?

***To what extent has gender issues been taken into consideration during the implementation of the project?***

- To what extent has gender been addressed in the design, implementation and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has UNDP Tanzania's climate change adaptation policies and strategy support promoted positive changes in gender equality?
- Were there any unintended effects?

**B. CHECKLIST FOR STAKEHOLDERS/NGOs IN THE RESPECTIVE DISTRICT COUNCILS TO ASSESS ACCOMPLISHMENT OF THE PROJECT INDICATORS**



Indicator as per project document	Actual field observation/attained level
<b>Output 1: <i>increased awareness and understanding of the linkage between climate change and human development for target local communities in 15 villages</i></b>	
One cluster of five villages is set in Iringa Rural	
support to 5 villages on awareness raising meetings in Iringa	
<b>Output 2: <i>District management staff trained on how to integrate climate change adaptation in district development plan</i></b>	
Three (3) workshops in Iringa DC held with heads of departments	
<b>Output 3: <i>Climate change adaptation projects demonstrated in agriculture, livestock management and water sectors in Ruaha, Longido and Bahi Districts</i></b>	
Ten (10) demonstration projects Iringa Rural	
<b>Output 4: <i>Three capacity building workshops, one in each participating district on mainstreaming gender issues in climate change adaptation initiatives conducted</i></b>	
Three capacity building workshops one for each participating district on gender mainstreaming and gender equity blended with modules on good governance, human rights and HIV AIDS prevention, denial, stigma and PLWA in Iringa Rural	
Number of women led supported projects in three districts as corrective measures enhance gender equality and reduce women vulnerability to climate change risks in Iringa Rural	
<b>Output 5: <i>Project results and lessons learnt generated and documented for replication and policy feed backs.</i></b>	
Number of facilitated intercommunity learning on community based climate change adaptation practices through peer to peer dialogue and exchange visits in Iringa DC	
Documentation of evidence based climate change best practices in farming, livestock keeping, water supply and water-shed management for horizontal dissemination and policy	

feedback in Iringa DC	
<b>Output 6: Project monitoring facilitated on a continuous basis and evaluation undertaken at mid-term and project completion</b>	
existence of ToR for field based coordinators and used in the continuous monitoring process in Iringa DC	
Facilitated ex-ante in Iringa DC	
Facilitated in vivo in Iringa DC	
Facilitated project completion evaluation in Iringa DC	

## **Documents reviewed**

- Climate Change Adaptation Support Through Small Grant Programme Annual work plan January to December 2013
- Climate Change Adaptation Support Through Small Grant Programme Multi-Year Results and Resources Framework
- Concept Note on Demonstration of feasible community based climate Change Adaptation Actions for Improved Livelihoods and MDGs achievement in Tanzania
- Monitoring plan for community based adaptation projects in Longido, Bahi and Iringa Rural Districts
- Notification letters to three Districts
- Small Grant Programme Minutes for NSC S meeting held on 11<sup>th</sup> August 2016 at the Protea Courtyard Hotel, Dar es Salaam
- Small Grant Programme Minutes for NSC S meeting held on 9<sup>th</sup> February 2018 at the Protea Courtyard Hotel, Dar es Salaam
- Small Grant Programme Minutes for NSC Subcommittee meeting held on Friday 8<sup>th</sup> March 2013 at the UNDP Office
- UNDP call for proposals: Scale up of community based adaptation projects 2016
- UNDP Tanzania Country Office. Project Document: Climate Change Adaptation Support through Small Grants Programme 2012