

Terminal Evaluation of the UNEP Project “Adapting to Climate Change in the Lake Victoria Basin” 2018-2023



Evaluation Office of the United Nations Environment Programme

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Front cover photos:

Top left: Beneficiaries of Milling plant in Burundi

Top middle: Beneficiary of an energy saving stove in Masaka, Uganda

Top right: Household recipients of a water harvesting tank, Kirehe, Rwanda

Bottom left: Tree Nursery operators in Busia, Kenya

Bottom right: Water reservoir for irrigation in Magu, Tanzania

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Adapting to Climate Change in the Lake Victoria Basin

AFR/MIE/Water/2015/1

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The evaluation consultant hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

Evaluation team

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About the Evaluation

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Evaluation

Brief Description: This report is a Terminal Evaluation of a UNEP Adaptation Fund Project Adapting to Climate Change in the Lake Victoria Basin project implemented between July 2017 and August 2023. The project's overall development goal was to reduce vulnerability to the negative effects of climate change in the five Lake Victoria Basin countries, namely Burundi, Kenya, Rwanda, Tanzania and Uganda, by building climate resilience. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.

Source(s) of Funding

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Private Sector	No
UN Body	No
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Environment Fund	No

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Uganda	28 th November – 11 th December 2023
Tanzania	21 st – 29 th January 2024
Burundi	18 th – 21 st February 2024
Rwanda	23 rd - 26 th February 2024
Kenya	3 rd – 9 th March 2024

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LIST OF ACRONYMS AND ABBREVIATIONS

AF	Adaptation Fund
ACC-LVB	Adapting to Climate Change in Lake Victoria Basin
CTA	Chief Technical Adviser
CBO	Community-based organization
CSO	Civil Society Organizations
CDM	Clean Development Mechanism
CC	Climate Change
CCA	Climate Change Adaptation
CCTWG	Climate Change Technical Working Group
EAC	East African Community
EbA	Ecosystem based Adaptation
EE	Executing Entity (LVBC)
FEWSNET	Famine Early Warning System Network
IE	Implementing Entity (UNEP)
IGAD	Intergovernmental Authority on Development
KSQ	Key Strategic Questions
LVB	Lake Victoria Basin
LVBC	Lake Victoria Basin Commission
MTS	Medium Term Strategy
MTR	Mid-Term Review
M&E	Monitoring and Evaluation
NAP	National Adaptation Plan
NAPA	National Adaptation Programmes of Action
NGOs	Non-governmental Organizations
OECD-DAC	Organization for Economic Cooperation and Development, Development Assistance Committee
PoW	Program of Work
PCU	Project Coordination Unit
PM	Project Manager
PPR	Project Progress Review
RCMRD	Regional Centre for Mapping of Resources for Development
RPSC	Regional Policy Steering Committee
RF	Result Framework
SC	Sectoral Council
SDG	Sustainable Development Goals
ToR	Terms of Reference
ToT	Trainer of Trainees
ToC	Theory of Change
UNEP	UN Environment Programme

PROJECT IDENTIFICATION

Table 1: Project Identification Table

AF Project ID:	AFR/MIE/Water/2015/1		
UNEP Management (Division/Branch/Unit):	UNEP, Climate Change Division, Adaptation and Resilience Branch, Climate Change Adaptation Unit		
Implementing Partners	Lake Victoria Basin Commission		
Relevant SDG(s) and indicator(s):	SDG 1 , Target 1.5; SDG 5 , Target 5.5; SDG 6 , Targets 6.5; SDG 7 , Target 7.1; SDG 13 , Targets 13.1 13.3, 13.3 and 13.b; SDG 15 , Targets 15.3, 15.15, 15.9		
MTS (all that apply):	MTS 2014-2017; MTS 2018-2021; MTS 2022-2025		
Sub-programme:	Climate Action	Expected Accomplishment(s):	MTS 2014-2017 EA1 MTS 2018-2021 AE1 MTS 2022-2025 Outcome 2
UNEP approval date:	5 July 2017	Programme of Work Output(s):	PoW 2016-2017: Sub programme 1, EA (a) (i)(ii) PoW 2018-2019: Sub programme 1, EA (a)(i)(ii) PoW 2020-2021: Sub programme 1, EA (a)(i)(ii) PoW 2022-2023: Sub programme 1, Outcome 1B
Expect Start Date	7 March 2018	Actual start date:	28 June 2018
Planned completion date:	31 March 2020	Actual operational completion date:	31 August 2023
Planned total project budget at approval	US\$ 5,000,000	Actual total expenditures reported as of 31 st August 2023	US\$ 4,608,295
Funding Source:	Adaptation Fund		
First disbursement:	20 April 2018	Planned date of financial closure:	31 August 2024
No. of formal project revisions:	3	Date of last approved project revision:	22 October 2022
No. of Steering Committee meetings:	4	Date of last Steering Committee meeting:	February 2023
Mid-term Review/ Evaluation (planned date):	January 2019	Mid-term Review/ Evaluation (actual date):	June 2022
Terminal Evaluation (planned date):	June 2023	Terminal Evaluation (actual date):	October 2023
Coverage - Countries:	Burundi, Kenya, Rwanda, Tanzania, and Uganda	Coverage - Region:	Lake Victoria Basin in East Africa

Executive Summary

Project background

1. The Lake Victoria Basin (LVB) is a critical transboundary natural resource and the 2nd largest freshwater body in the world. It continues to be a source of livelihood for approximately 40 million people in the Lake Basin. Climate change and adverse effects have for decades threatened its ecosystem and hence a need for basin-wide transboundary interventions to mitigate them. Lake Victoria Basin countries¹, like other parts of the world, have consistently faced the adverse effects of climate change, albeit in divergent ways, with variances from country to country. These challenges have ranged from the fluctuations in the volume of water in the Lake Victoria to alterations in rainfall patterns, affecting production of hydroelectricity, farming outcomes and livelihoods for communities in the basin. Across the LVB, there have been numerous prolonged drought events that have occurred and resulted in famine owing to the fact that livelihoods are largely underpinned by agriculture and dependence on natural resources.

2. Based on this context, the project was designed to address the capacity gaps at regional, national and local levels and enable implementation of various interventions purposed to support a basin-wide adaptation effort to the effect of climate change. The overall objective of the project was to reduce vulnerability in the five Lake Victoria Basin partner states, to the negative and adverse effects of climate change. The interventions were designed around five interlinked components that included: Improving regional management of transboundary water catchment; Dissemination of climate change information; Ensuring a regional approach to climate change adaptation (CCA) in vulnerable communities; Implementing community-based approaches to climate change adaptation; and Knowledge management and learning. The Adapting to Climate Change in Lake Victoria Basin project (ACC-LVB), was approved by UNEP on 5th July 2017 and was financed by the Adaption Fund under a grant worth USD 5,000,000. It was implemented between July 2018 and 30th August 2023.

The Evaluation

3. This is a Terminal Evaluation Report of the ACC-LVB project, implemented by the United Nations Environment Programme's (UNEP) Climate Change Adaptation Unit under the former Ecosystems Division². It was executed by the Lake Victoria Basin Commission (LVBC) in the Lake Victoria Basin countries, namely Burundi, Kenya, Rwanda, Tanzania, and Uganda. The final evaluation of the ACC-LVB project was conducted by an external consultant between October 2023 and August 2024 under the supervision of the UNEP Evaluation office based in Nairobi, Kenya.

4. The methodology that was devised to undertake this evaluation was framed along four successive phases that included:

- i. **Inception Phase:** Desktop review of key project documents; re-construction of the project Theory of Change (ToC); drafting the inception report, as required by the Terms of Reference (ToR); and making preparations for meeting stakeholders in all the partner states.
- ii. **Missions to all 5 partner States:** Uganda (28th November – 11th December 2023; Tanzania (21st – 29th January 2024); Burundi (18th – 21st February 2024); Rwanda 23rd- 26th February 2024 and Kenya (3rd – 9th March 2024).
- iii. **Qualitative and Quantitative Data Analysis:** The evaluation was guided by UNEP's evaluation criteria that assessed the following elements: assessment of the strategic

¹ Burundi, Kenya, Rwanda Tanzania and Uganda

² This unit moved to the new Climate Change Division

relevance; the quality of project design; the nature of the external context, effectiveness in implementation; financial management; efficiency; monitoring and reporting; as well as sustainability. The evaluation concluded with an assessment of cross cutting issues with a critical focus of human rights, gender equality, and disability inclusion.

- iv. **Reporting:** In April 2024, preliminary findings were presented in an online meeting attended by UNEP, LVBC and national coordinators from the partner states.

Key findings

5. **Strategic Relevance:** The project was aligned with global dispensations such as the Sustainable Development Goals (SDGs) - mainly SDG 15, SDG 13 on Climate Action as well as other SDGs such as 1, 6 and 7. It was also implemented in line with the mandate of the Adaption Fund. Its implementation also fell in line with the aspirations under the UNEP Mid-term Strategy (MTS) 2014-2017 and the associated Program of Work (PoW) 2016-2017, and the Climate Change Sub-programme of the UNEP MTS 2018-2021 and the PoW 2018-2019. The project was developed with a clear understanding of the regional context. For each of the five partner states, the project was guided by feasibility studies from PREPARED, a USAID project³. The national coordinators in each state were instrumental in identifying climate change hotspots that became the pilot project sites. This made the project relevant and responsive to climate adaptation needs of the LVB communities. It was in sync with national strategies and focused on natural resources protection and conservation under a transboundary approach.

6. The project was designed based on the LVBC's prior experience working within the same context. By way of example, the partner states had already been implementing interventions under the Lake Victoria Regional Water and Sanitation Initiative (LVWATSAN) whose objective was to support secondary urban cities in the LVB to contribute to the reversal of pollution of the lake through improvement of sustainable water supply and sanitation infrastructure in 15 secondary towns within the basin. Such experiences were useful in shaping the project's design. During project implementation, the project sustained coherence with other existing LVB interventions and complemented their work within the basin.

The evaluation rates the project's strategic relevance as: **Highly Satisfactory**.

7. **Effectiveness:** In terms of the assessment of the availability of outputs and the performance against expected outcomes, the project performed exceedingly above its targets. This was mainly attributed to the design and execution of project interventions with in-built efficiency measures, such as working with community-based groups to pilot highly relevant and locally-owned adaptation technologies and practices. Project interventions were also aligned to local adaptation and livelihood needs and priorities, thus promoting ownership and political buy-in in targeted communities and government authorities.

8. Some of the key achievements and challenges that the project faced included:

- i. **Strengthened national and regional institutional and technical capacity** to integrate climate resilience into transboundary water catchment management. This is evidenced by the set-up of the EAC Climate Change Technical Working Group to support a regional wide institutional support structure and the training provided to government ministries and agencies, civil society and the private sector to address climate change-related challenges in transboundary water catchment management. The project surpassed the training targets but fell short of meeting the gender-specific training targets.

³ The PREPARED Project was a five-year initiative funded by the United States Agency for International Development (USAID) to strengthen the resilience and sustainability of East Africa economies, transboundary and freshwater ecosystems and communities targeting three key development challenges of East Africa (source: Globalwaters.org)

- ii. Improved climate information delivery. The project effectively disseminated climate information to partner states and local communities. This facilitated informed decision-making and improved climate resilience strategies across the region. While information was relayed to communities, there wasn't vivid evidence that it was used to inform their farming pattern or alter their approaches or decision-making related to climate adaptation.
 - iii. Enhanced the resilience of vulnerable communities through adoption of climate change adaptation technologies by engaging 17,268 persons (2,878 households) in climate adaptation practices; application of climate-smart agriculture technologies/practices in 1,350 hectares (ha); rehabilitation of 735 ha of degraded ecosystems through Ecosystem based Adaptation (EbA) approaches; successful implementation of 56 community-based subprojects that are directly benefiting approximately 2,901 households (6,023 persons, 49% female) across the partner states. The project surpassed most of the intended targets in this area. However, there were stakeholder concerns about whether these climate change adaptation technologies would continue to be used effectively without on-going external support.
 - iv. Promotion of climate change adaptation technologies to reduce their vulnerability to climate change in communities within the LVB. This was evidenced by innovative community-based projects that were endorsed and implemented across the partner states that included local climate-smart initiatives that kept running even after project's life. Most initiatives evaluated were directly and positively impacting beneficiaries' livelihoods.
 - v. Improved knowledge management including by producing more than 40 bulletins highlighting ACC-LVB project achievements and broadcasting these in demonstrations, fairs, and in the press and other media channels across the partner states. The project significantly surpassed its media engagement targets. However, it was unclear how accessible this information was for various stakeholders, or how it met their needs, particularly at the community level. In addition, the project establishment of a research forum to promote the collaboration of research initiatives across the Lake Victoria Basin, with a focus on adaptation to climate change.
9. The evaluation rates level of effectiveness as **Satisfactory.**
10. **Financial Management:** The project adhered to UNEP financial policies and procedures. Initial payment to LVBC was timely provided at the start of the project by UNEP. However, the evaluation noted that UNEP requirement that reports had to be received, reviewed, revised, and approved occasioned bureaucratic delays. By the time of the evaluation, 5% final disbursement had not been made. In addition, the evaluation noted that the use of local procurement system did not necessarily deliver the right quality works in some cases. The completeness of financial information was rated as highly satisfactory. The project maintained comprehensive records of expenditures and co-financing, supported by regular financial reports and completed audits, which did not reveal any significant issues. Communication between finance and project management staff was sustained and effective, contributing to an overall awareness of financial statuses throughout the project. In conclusion looking at financial performance, against the results that the project produced, the rating for the project at evaluation is **Highly Satisfactory.**
11. **Efficiency:** The evaluation noted that the ACC-LVB project delivered its outputs in line with the allocated budget. LVBC and Partner states (through their line ministries) exhibited a high level of ownership of the ACC-LVB project through in-kind contribution to trans-boundary water catchment management interventions. The project absorption stood at 99.2%. The highest expenditure was for Components 3 and Component 4 that included allocation of small grants to countries to implement community-level adaptation innovations and application of technologies. In addition to the allocation to countries, the project spent USD 399,806 on other execution and management aspects and retained USD 391,705 on fees charged to the implementing entity. The evaluation rates the level of efficiency as **Moderately Satisfactory.**

12. **Monitoring and Evaluation:** Both Project Coordination Unit (PCU) and UNEP missions conducted joint monitoring visits to project sites, albeit a few and limited times. Overall, more resources for in-country visits could have been provided to support national coordinators undertake more frequent site visits and engage more with community beneficiaries. In terms of reporting, the Project Manager and Chief Technical Advisor at LVBC were instrumental in supporting the PCU to generate reports about the project's progress – making a synthesis on what was reported on quarterly by countries. This was completed by the recruitment of an M&E officer at LVBC in November 2021. The evaluation noted the high quality of reporting by LVBC that followed a strict reporting template and guideline. The project had a PCU hosted by LVBC that ensured day-to-day coordination of the project. The evaluation assessment was that while the PCU was instrumental in providing management functions for the project, the infrequency of its engagement, and limited resources for its work curtailed its effectiveness in delivery of its mandate. For instance, it was not 'forceful' enough to ensure that partner states made timely quarterly reporting; did little to address the issue of delayed disbursement (since these in part depended on expedited quarterly reporting). The project underwent a mid-term review and this final evaluation – the lessons from which will inform successor/scale-up interventions. In this regard, the assessment for M&E is rated as **Moderately Satisfactory.**

13. **Sustainability:** While the project did not document an exit strategy; LVB countries have mechanisms to replicate interventions under this project using their own structures and systems at country and sub-national levels. The project benefited from strong political support from the East African Community (EAC) and partner states. This backing ensured the integration of the project into national and regional frameworks, which is expected to provide ongoing socio-political support for project outcomes. Financial sustainability remains a challenge, rated as Moderately Likely. While partner states showed commitment by incorporating the project into their work plans, ongoing funding remains crucial for activities like maintaining adaptation technologies and conducting monitoring visits. Without additional financial inputs, there is a risk that key project benefits could diminish over time. The project made strides in strengthening institutional capacity through training and the Trainer of Trainees (ToT) model, ensuring that expertise could be retained and applied in future projects. However, further capacity building in sustainable business practices and the practical application of training is recommended to maximize long-term benefits. The evaluation rates level of sustainability as **Moderately Likely.**

Factors affecting performance:

14. ACC-LVB project was developed with the objective of reducing vulnerability to the negative effects of climate change in the five LVB countries. And hence, at its inception, these countries were mobilized for their participation. The multi-disciplinary nature of the project demanded that various partnerships be made in executing various outputs under the five components. For instance, LVBC has partnership framework with ICPAC and Danish Hydraulic Institute (DHI) who supported the delivery of training on climate information as well as with the Global Adaptation Network (GAIN), Africa Adaptation Knowledge Network (AAKnet) and Africa Adaptation Initiative. At the partner state level, beneficiary communities partnered with national and local authorities to pilot local adaptation technologies with support of the project. The evaluation noted that these partnerships proved effective and could be built upon similar projects that LVBC may undertake in the future.

15. LVBC ensured adherence to the aspirations of implementation of the project under the cooperation and agreement with the EAC framework. However, technical guidance was also provided by UNEP to partner states. At the state level, the national coordinators steered the project's implementation and were supported by CTA. An important element that the evaluation pointed out was the establishment of the NPCs – the National focal point teams. These were instrumental and effective in ensuring community level activities were held.

16. Communication and collaboration with UNEP were done through the use of emails, telephone calls, virtual (mostly during the COVID-19 pandemic) physical meetings between LVBC and UNEP and bi-laterally with partner states – on a case-by-case basis. In addition, a communication strategy was developed in April 2020 that elaborated on communication not just among the project oversight but with beneficiaries. In terms of risk management, the project faced some risks most of which it did overcome and included:

- i. One year delay in onboarding the Chief Technical Advisor (CTA) and the Project Manager (PM) during the inception phase which was attributed to bureaucracies in the EAC recruitment process;
- ii. Implementation of short-term small grants whose outputs could be abandoned if no resources to sustain them are availed;
- iii. Over estimation that partners states could resource the M&E function at the country level as part of the in-kind contribution. This was eventually not well served leading in less-than-optimal frequency in visits of national coordinators to project sites (due to time and resource constraints);
- iv. Financial and procurement system reforms at country level under their integrated financial management information system policies – with requirements that made Kenya for instance delay in starting its interventions;
- v. Infrequent regional trainings and meetings among appropriate and consistent participants;
- vi. Lack of country level PMUs and very limited resourcing of the M&E function at state level; and
- vii. General bureaucracies that led to delays in disbursement of funds.

17. The risks, however, did not fail the ACC-LVB project in delivery of its results but nonetheless provided pressures from which a scale-up or future similar project could learn.

18. Most reporting and associated data was gender disaggregated. However, the evaluation did not deduce that much dedicated effort was put in mainstreaming these aspects during implementation. This is an aspect that could be more enhanced in future similar projects. In conclusion looking at the factors affecting performance, against the results that the project produced, the rating for the performance **Satisfactory**.

Summary of Ratings

Criteria	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Financial Management	Highly Satisfactory
Efficiency	Moderately Satisfactory
Monitoring and Evaluation	Moderately Satisfactory
Sustainability	Moderately Likely
Factors affecting performance	Satisfactory
Overall Project Rating	SATISFACTORY

Conclusions

19. Overall, the ACC-LVB project was anchored on UNEP and LVBC (regional) priorities, as well as aligned with partner states' national strategies, which enhanced its relevance to global, basin-wide and partner state, as well as local community, contexts. Inasmuch as the project was affected by the COVID-19 pandemic, its adverse effects did not deter it from performing beyond its targets especially under Components 3 and 4. Once the pandemic receded, the project proceeded with work on piloting climate-smart technologies and innovations in communities in the partner states. In this regard, the project was successful as a community-driven, basin-wide effort with some water catchment management practices linked to livelihoods improvement for beneficiaries. This

gave meaning to, and realization of, the connection between climate change adaptation and communities' needs. However, the sustainability of these local projects and innovations are highly dependent on the partner state and local communities' continued support, including willingness and ability to finance and monitor them. At the regional level, the formation of the CCTWG was an achievement in increased transboundary collaboration. However, this group has only just begun discussing key issues and sustaining discussions to deal with climate change in a collaborative manner will require continued support. The project's implementation was in some respects delayed by lengthy administrative and bureaucratic processes (including requirements in Uganda and Kenya under public financial management and procurement systems) that could have been anticipated. Nonetheless, the project was successful in meeting its overall goal of contributing to the LVB's resilience to the adverse effects of climate change by piloting highly relevant and inter-twined transboundary, basin-wide approaches.

Lessons Learned

20. The following were some of the lessons learned from the ACC-LVB's project implementation:

- i. LVBC, as a regional entity with extensive experience and credibility with the partner states, was effective in coordinating the basin-wide project. Having a regionally established body like LVBC helps to harmonize policies and activities across LVB region, support oversight and reporting to UNEP on a project's progress.
- ii. Regional projects that require approval by a regional entity before expending funds may experience delays as a result of administrative processes in project approval.
- iii. Community based organizations have the local knowledge and context if well guided to appreciate and implement relevant CCA interventions. Small grants model effectively aligns resources with grassroots proposals created by communities themselves.
- iv. Timeliness is critical in use of data to meaningfully impact intended beneficiaries. Farmers in the catchment areas would ideally require information on weather patterns for the immediate seasons (where the impact would be immediate) as opposed to annual weather forecasts.
- v. Capacity building is more effective if it targets officers/staff from partner states (at both national and local levels) who serve on longer-term contracts in their respective occupations.
- vi. Not having a designated, paid monitoring officer in each of the countries limits monitoring effectiveness. In the absence of designated monitoring officers, the project relied on the National Project Coordinators to monitor and report on activities in their respective countries, which proved burdensome.
- vii. Climate change adaptation practices are more likely to be adopted and sustained, when communities are engaged early-on, and the practices are aligned with livelihood improvements for beneficiaries.
- viii. The Trainer of Trainees (ToT) modular requires that dedicated time and resources are earmarked within the project execution (including timely and adequate facilitation) for extension staff to pass on the training to community level beneficiaries.
- ix. It is important to standardize reporting systems when dealing with multinational projects to ensure clearly recorded results that can be cumulatively totalled.

- x. Various countries exhibited innovations that could have been showcased to the other partners states had there been adequate facilitation for peer-to-peer exchanges.
- xi. Project management would benefit profoundly from a functional Stakeholder Response Mechanism (especially on the aspects of grievance handling) and be responsive to stakeholder needs by addressing expeditiously the challenges that would emerge
- xii. For climate change adaption projects to be effective and sustainable, it is crucial that countries demonstrate their commitment, not just in words, but by allocating appropriate funds in their national budgets towards climate action

Recommendations

21. On the basis of the conclusion and the lessons learned, the evaluation makes the following recommendations for similar projects that will be implemented in the future.

- i. UNEP should identify and anticipate different countries' financial management requirements early in the project design—as they may differ from one country to another – to avert any delays in financial approvals. This is because, partner states have diverse policies relating to public finance management, including those that may require Government approval and entry of project financial information into their respective financial management systems, with varying stages of approval.
- ii. UNEP should ensure that projects that are regional in nature, with country partners executing activities within their national boundaries, have clearly designated the persons responsible for monitoring activities and the allocated monitoring budget at project design
- iii. UNEP and its partners, such as LVBC, should ensure that in future multi-country projects have a system in place to verify the reporting reports and ensure alignment regional-level synthesis. This will require UNEP and its partners to explore ways to strengthen regular communication and an open dialogue on providing ongoing support routine progress assessment of projects of this nature.
- iv. LVBC should sustain the momentum that has been generated by the project to facilitate use and development of innovative tools and data to support climate change adaption in the basin. These could include routine sharing of meteorological data to support country level early warning systems and facilitating inter-country lessons sharing through exchange of experiences.
- v. UNEP should actively include and allocate funds for peer-to-peer knowledge sharing activities in multi-state projects. This would enable countries to learn from each other's' experiences and insights during project implementation and thereby enhancing overall effectiveness and cooperation.

1 INTRODUCTION

22. The Adapting to Climate Change in Lake Victoria Basin (ACC-LVB) project was implemented under by the United Nations Environment Programme's (UNEP) Climate Change Adaptation Unit. This unit was under the Ecosystems Division but has since moved to the newly set up Climate Change Division of UNEP. It was executed as a regional pilot project by the Lake Victoria Basin Commission (LVBC) in the Lake Victoria basin partner states namely, Burundi, Kenya, Rwanda, Tanzania, and Uganda. The overall objective of the project was to reduce vulnerability in the five Lake Victoria Basin partner states to the negative and adverse effects of climate change.

23. The ACC-LVB project was approved by UNEP on 5th July 2017 and was financed by the Adaption Fund under a grant worth USD 5,000,000. It was implemented between July 2018 and 30th August 2023. During this period, the project had three no-cost extensions, as approved by the Adaptation Fund Board due to delays mainly occasioned by the COVID-19 pandemic and other administrative delays between 2020 and 2021.

24. The project was aligned with the UNEP Mid-term Strategy (MTS) 2014-2017 and the associated Program of Work (PoW) 2016-2017, Sub-programme 1 Climate Change, Expected Accomplishment (a) Adaptation approaches, including an ecosystem-based approach, are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts. Its implementation also fell in line with the aspirations under the Climate Change Sub-programme of the UNEP MTS 2018-2021, as well as the PoW 2018-2019.

25. A mid-term review of this project was commissioned by UNEP and undertaken by an independent consultant. The mid-term review final report was submitted in June 2022.

26. This Terminal Evaluation of the project was commissioned by UNEP after project completion, in accordance with UNEP's Evaluation Policy. This report offers a point of reference for learning and reflection while designing future similar climate change adaptation projects and specifically related to transboundary water management.

27. The evaluation sought to: assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.

28. The main target audience for the evaluation findings are: UNEP; Focal Ministries of all Partner States of the Lake Victoria Basin; LVBC; LVBC Project Coordination Unit; Regional Policy Steering Committee members; Climate Change Technical Working Group members; National Project Coordinators of each of Partner States; Famine Early Warning System Network, SERVIR-East Africa; Regional Centre for Mapping for Resources Development; Civil Society and specialist groups (local Community-based Organizations, communities, and local governments) who represent grassroot communities in the LVB; Research institutions, academia, and media; and other parties interested in climate change adaptation in transboundary water management.

2 EVALUATION METHODS

29. This Terminal Evaluation was conducted by an external consultant between October 2023 and August 2024 under the supervision of the UNEP Evaluation office based in Nairobi, Kenya. The evaluation was guided by UNEP's evaluation criteria that assessed the elements detailed in the table in Annex III. These elements included: the project's strategic relevance; the quality of project design; the nature of the external context; effectiveness in implementation; financial management; project efficiency; monitoring and reporting; as well as sustainability. The evaluation concluded with an assessment of cross cutting issues with a critical focus on human rights, gender equality, and disability inclusion.

Evaluation Methods and Information Sources Used

30. The evaluation utilized a participatory and mixed methods approach that adopted both qualitative and quantitative means of data collection, synthesis and analysis. The following were the evaluation methods, steps and information used for this evaluation:

Step 1: Inception phase: UNEP working with LVBC held a virtual meeting that introduced the evaluator to members of the Project Coordination Unit (PCU) at LVBC and the national coordinators located in each of the five partner countries. Following this meeting, the evaluator was provided links to all key documentation pertaining to the project (as listed below). Reviewing this information, the evaluator sought clarification on key aspects of the project. Other aspects of the inception phase included:

- i. Desktop review of key project documents – these included, among others
 - Project Document proposal
 - Financial Documents
 - Reports
 - Contractual Documents
 - Meeting Minutes of key engagements during project implementation
 - Workplans and procurement reports
 - Mid-Term Review Report
 - Other project output reports as produced by countries and provided to LVBC;
- ii. Re-construction of the project Theory of Change (ToC);
- iii. Drafting the inception report – as required by the Terms of Reference (ToR);
- iv. Conclusion of the selection of project sites to sample and eventually visit; and
- v. Making key appointments as part of the process to prepare for mission to partner states.

Step 2: Data Collection and Field Missions

Prior to country level consultations, a meeting was held with LVBC team and national coordinators to identify project locations where the evaluation would conduct site visits. Various sites were identified for each of the partner states, out of which a sample was selected. The choice of sites was determined by various factors that included: (1) inclusion of sites that had adaptation technologies that the project had installed; (2) consideration of projects that included women and persons with disabilities; and (3) inclusion of sites across various sectors (such as climate smart agriculture; livelihoods like fish processing, tailoring and hairdressing; adaptation innovations like wheeled solar panels and agroforestry). The purpose was to capture a variety of piloted technologies and ensure social inclusion.

Between November 2023 and March 2024, the evaluator conducted five field mission as shown below:

- | | |
|------------|--|
| - Uganda | 28 th November – 11 th December 2023 |
| - Tanzania | 21 st – 29 th January 2024 |
| - Burundi | 18 th – 21 st February 2024 |
| - Rwanda | 23 rd – 26 th February 2024 |
| - Kenya | 3 rd – 9 th March 2024 |

The Interview Process

31. LVBC provided a letter that introduced the Consultant to the Partner States. Attached to it was the mission program and the issues that characterised the evaluation. As noted above, missions were conducted in each of the five partner states. Interviews in each of the states were held with National Coordinators, technical staff in line ministries who were attached to the project (including M&E officers), as well as with technical leadership of LVBC. During the missions, the evaluator held focus group discussion with project beneficiaries at their respective project sites. For key informant interviews, predetermined questions in the form of semi-structured interview lists guided the discussions and aided flow of conversation with respondents. The missions were complemented by record of activities and site observations captured by both still and video photography. These photographs and videos provided evidence of the contributions of the project in the partner states and evaluator agreed to share these with the communication office of LVBC.

Table 2: Evaluation Respondents

Category	Institution	Number people contacted (Male/Female)	Number respondent (Male/Female)
Project team (those with management responsibilities e.g., PMU)	UNEP	4 (2 M 2 F)	4 (2 M 2 F)
	LVBC	5 (2 M, 3F)	4 (2M, 2F)
Project (implementing/ executing) partners (Officials at LVBC and partner states)	Burundi	8 (5M 3F)	8 (5M 3F)
	Kenya	3 (2M, 1F)	2 (1M 1F)
	Rwanda	4 (3M 1F)	3 (2M 1F)
	Tanzania	8 (4M 4F)	8 (4M 4F)
	Uganda	3 (2M 1F)	3 (2M 1F)
Beneficiaries (met in focus Group Discussions) <i>Examples:</i> Duty bearers Direct beneficiaries	Burundi	24 (12M 12 F)	19 (12M 7F)
	Kenya	12 (6M 6 F)	42 (22M 20F)
	Rwanda	6 (3M 3F)	9(4M 5F)
	Tanzania	6 (3M 3F)	10(6M 4F)
	Uganda	16 (6M 10F)	23(15M 8 F)
Total		99 (50M, 49F)	135 (77M, 58F)

Note: See Annex IV for a list of beneficiaries that participated in focus group discussions during the evaluation.

Step 3: Data Analysis: In order to comprehensively appraise the performance of the project, the evaluation used triangulation methods. For example, information received from country-level progress reports provided to LVBC by partner states, field mission reports developed by National Coordinators and M&E focal point officials, in all the five countries was triangulated with consultant's interview notes from the field mission to all countries and to LVBC. The data gathered was also assessed against the evaluation framework developed during the Inception Phase that deduced the validity of project performance.

Step 4: Report Preparation: On April 3, 2024, the evaluator presented a synopsis of the evaluation's preliminary findings to the national coordinators and UNEP and LVBC staff. This report builds on what was presented and has been prepared to respond to the main evaluation questions following the UNEP evaluation guidelines.

The following were the key information sources that informed the evaluation:

- ACC-LVB Project document
- ACC-LVB Project Completion Report
- Baseline Report 2022
- Mid-Term Review Report of the Project that was conducted in 2022
- Progress reports from Partner states
- Financial Documents (including financial statements, no-cost extension requests, and Audit reports)
- Project's M&E results framework
- Minutes of Key Meetings held by project management

Justification of Methods Used

32. As the nature of the project was largely community-driven and supervised by national coordinators in the five partner states, the evaluator took a community participatory approach to document findings and obtain vivid evidence of what the project achieved from the eyes of its beneficiaries. For this reason, the evaluator visited local communities in each of the five partner countries, observing climate adaptation technologies being piloted and speaking with the affected stakeholders.

Ethical Considerations

33. The evaluation followed the UNEP Evaluation Policy that elaborates the Ethical Code of Conduct that was adhered to through the following measures:

- Respondents to interviews were asked (prior to their engagement) for their consent to participate in the evaluation;
- Ensuring anonymity and confidentiality of information provided by those who participated in interviews and meetings. While their response to the evaluation questions was documented, it was agreed that information was not to be traced back to a direct source/individual without consent;
- Sensitivity to context and cultures within which the stakeholders dwelt;
- Seeking of approval to take photographs and a permission to use them thereafter;
- Caution to ensure inclusion of women, and persons with disabilities in the sample;
- Presentation of facts in an objective, fair, balanced and evidence-based manner.

Throughout this evaluation process and in the compilation of the Final Evaluation Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered, after prior informed consent from people. All discussions remained anonymous, and all information was collected according to the UN Standards of Conduct'

Limitations of the Evaluation and Mitigation Mechanisms

34. The main limitation was the complexity in the triangulation of national data sources. Aggregation of data from individual countries proved too cumbersome to arrive at an overall project performance. The summation of figures reported against outcomes by partner states did not tally with annual LVBC reports. The evaluation consultant addressed this limitation by solely using the Project completion report shared by LVBC in March 2024 as the final official record.

3 THE PROJECT

3.1 Context

35. The Lake Victoria Basin is a critical transboundary natural resource and the 2nd largest fresh-water body in the world. It continues to be a source of livelihood for approximately 40 million people in the Lake Basin. Climate change and adverse effects have for decades threatened its ecosystem and hence a need for basin-wide transboundary interventions to mitigate them. Lake Victoria Basin countries⁴, like other parts of the world, have consistently faced the adverse effects of climate change, albeit in divergent ways – with variances from country to country. These challenges have ranged from the fluctuations in the volume of water in the Lake Victoria to alterations in rainfall patterns – affecting production of hydroelectricity, farming outcomes and livelihoods for communities in the basin. Across the LVBC, there have been numerous prolonged drought events that have occurred and resulted in famine owing to the fact that livelihoods are largely underpinned by agriculture and dependence on natural resources. Below are some illustrative examples:

- i. Burundi has witnessed reduced rainfall volume and increased annual temperatures that have resulted in a drying trend and desertification in low-lying peripheral areas;
- ii. Kenya has faced increased unpredictability and intensity of rainfall events increasing the frequency of flooding events, while facing devastating droughts in the north of the country;
- iii. In Uganda, as a result of temporal and spatial variability in rainfall, rural communities who depend on farming are seeing a reduction in productivity agriculture. This trend has also resulted in a decrease in the fish stocks in Lake Victoria where the tilapia annual catch decreased by 34% between 2005 (29,450 tonnes) and 2011 (19,350 tonnes).⁵
- iv. Tanzania is facing severe weather extremes as a result of changing climate, manifesting in prolonged droughts and erratic rainfall.⁶

36. As such, the project aimed to address the problem context within the Lake Victoria Basin. The project document identified four major problems to be addressed: (1) limited capacity of authorities and institutions to integrate climate change adaptation plans, strategies and policies into transboundary water catchment management; (2) lack of accurate and timely climate information at and between local, national and regional policy and decision-makers; (3) the vulnerability of local communities whose livelihoods are not climate-resilient; (4) limited capacity of communities to implement climate-resilient activities; and (5) limited sharing of knowledge within the LVB on climate change adaptation and transboundary water catchment management.

37. Based on this context, the project was designed to address the capacity gaps at regional, national and local levels and enable implementation of various interventions purposed to support a basin-wide adaptation effort to the effect of climate change. The interventions were designed around five (5) interlinked components that included:

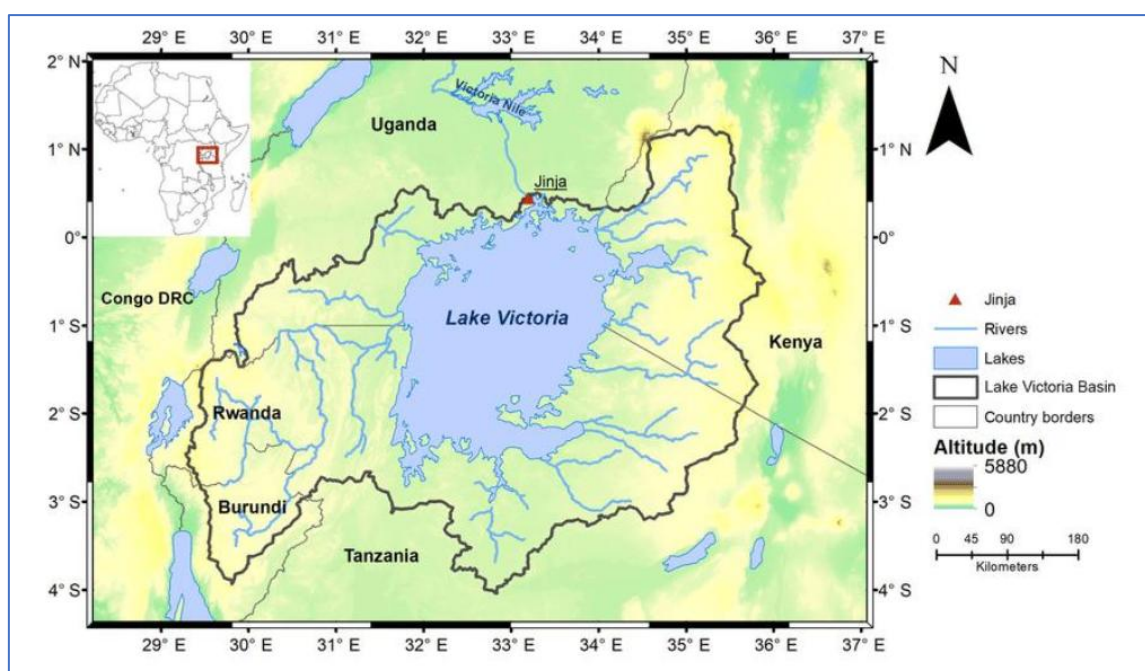
- i. Improving regional management of transboundary water catchment
- ii. Dissemination of climate change information
- iii. Ensuring a regional approach to climate change adaptation in vulnerable communities
- iv. Implementing community-based approaches to climate change adaptation
- v. Knowledge management and learning.

⁴ Burundi, Kenya, Rwanda Tanzania and Uganda

⁵ East African Sustainability Watch Network 2014: Lake Victoria Climate Change Readiness Brief No.3

⁶ www.who.int

Figure 1: Map of the Lake Victoria Basin and the Surrounding Countries



Source: ACC-LVB Project Completion Report

3.2 Results Framework

38. The project was designed to implement both regional and national basin-wide transboundary and integrated interventions that addressed the problem context from mainly two standpoints: (1) building systems and institutional capacity within the basin (at LVBC and with countries) and (2) ensuring adaptation technologies were developed and introduced to communities for vivid action on the ground. A synopsis of the results framework is shown in the table below showing the project Components' expected outcomes and associated outputs.

Table 3: Project Components, Outcomes and Outputs

Component	Outcomes	Outputs
Component 1	1.1 Strengthened institutional and technical capacity to integrate climate resilience into transboundary water catchment management.	1.1.1 Strengthened institutional coordination mechanism to sustain a climate-resilient approach to transboundary water catchment management.
		1.1.2 Training provided to government ministries and agencies, civil society and the private sector to address climate change-related challenges in transboundary water catchment management.
Component 2	2.1 Improved delivery of accurate and timely climate information to regional and national policymakers, technical officers and local communities.	2.1.1 Tailored climate information packages to guide both operational and long-term strategic planning.
		2.1.2 Climate information dissemination mechanism strengthened to deliver climate information to national policymakers, LVBC technical officers and local communities.
Component 3	3.1 Climate change adaptation technologies transferred to communities to reduce their vulnerability to climate change.	3.1.1 Project intervention sites and appropriate adaptation technologies identified.
		3.1.2 Extension officers and local communities trained on climate change adaptation technologies including water conservation practices, climate-smart agricultural techniques and EbA activities.

Component	Outcomes	Outputs
		3.1.3 Climate change adaptation technologies demonstrated at selected project intervention sites.
Component 4	4.1 Regional resilience to climate change promoted through innovative, community-based projects.	4.1.1 Small-scale projects funded to promote innovative approaches to climate change adaptation.
Component 5	5.1 Improved knowledge management frameworks for the collection and maintenance of regional knowledge in transboundary water catchment management and climate change adaptation practices.	5.1.1 A forum established to promote the collaboration of research initiatives across the Lake Victoria Basin, with a focus on adaptation to climate change. 5.1.2 Awareness-raising campaign to share lessons learned with stakeholders, ranging from policy- and decision-makers to vulnerable communities in the Lake Victoria Basin.

3.3 Stakeholders

39. The project had various stakeholders who played different roles and responsibilities. The table below shows the key stakeholders and their respective roles in the project while indicating their respective levels of influence/importance – some as change agents and others as implementors or beneficiaries.

Table 4: ACC-LVB Stakeholders

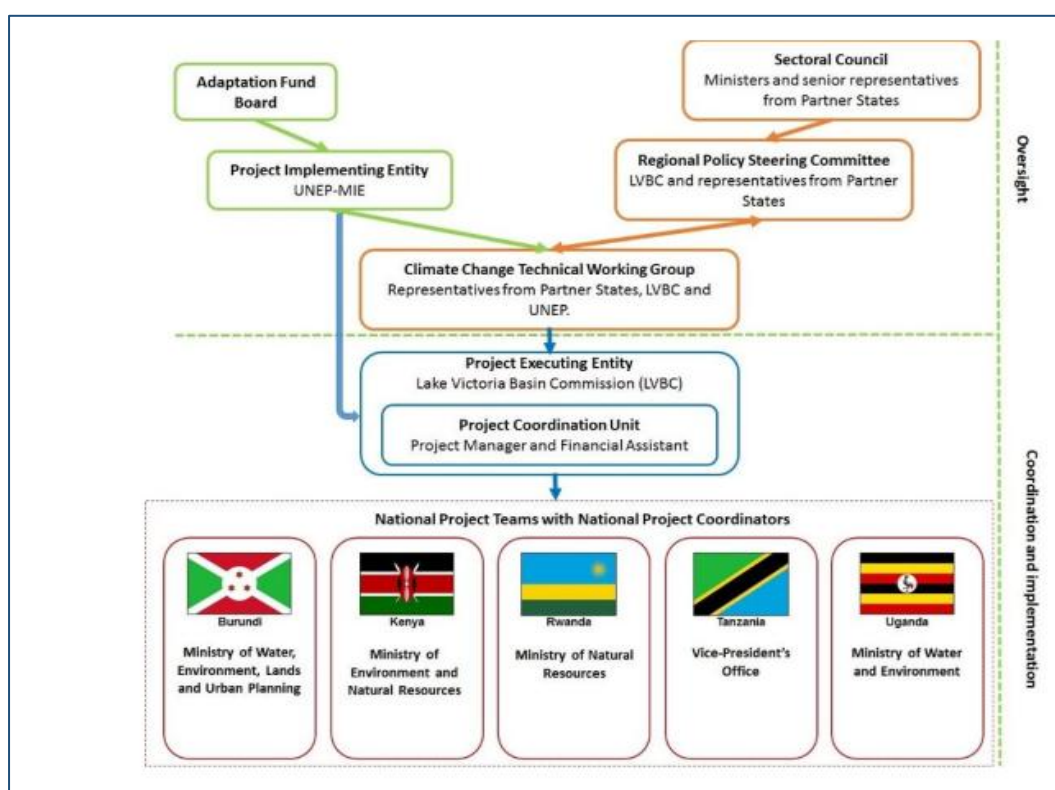
Stakeholder	Role on the project	Level of Influence	Level of Interest	Assessment of role at evaluation
UNEP	Project implementing entity	High	High	Project oversight commissioned MTR and this Final Evaluation and accountability
EAC Secretariat	Oversight and Governance	Medium	High	Engagement limited to approvals of the project. Received information on project overall progress
LVBC	Project Execution Entity	High	High	Implemented the regional components Consolidation of reporting from partner states
Project Coordination Unit	Day-to-day operations of the project	High	High	Fast-tracked implementation of activities in partner states
Sectorial Council of Ministers	Oversight and strategic guidance	High	High	Met to discuss the progress of the project but rather not as frequently as planned
Regional Policy Steering Committee	Quality Assurance, Performance and Accountability	High	High	Met to discuss the progress of the project but rather not as frequently as planned
State Level National Coordinators	Implementation oversight, monitoring and reporting at partner state level	High	High	Played a pivotal role in project implementation, monitoring and reporting on activities (with constant site visits and resolution of issues that arose during implementation).
Climate Change Technical Working Group	Provide quality control and technical appraisal to Regional Sectorial Council and Regional Policy Steering Committee	High	High	Was effective in providing technical guidance to partner states but the work of the Committee curtailed by limited country site visits and other important exchanges as their work was limited to a few meetings
IGAD-ICPAC	Provided technical training on CCA	Low	Medium	Effective in delivery of training to state level technocrats on CCA

Stakeholder	Role on the project	Level of Influence	Level of Interest	Assessment of role at evaluation
Famine Early Warning System Network (FEWSNET)	NGO stakeholder validation and technical appraisal	Low	Medium	Effective in delivery of data to state level technocrats working with Meteorology institutions
Danish Hydraulic Institution (DHI)	Regional stakeholder for climate information	Low	Medium	Effective in delivery of climate data to state level technocrats working with Meteorology institutions
Partner state line Ministries in charge of Environment	Implementation oversight at country level and reporting to LVBC on progress	High	High	Ensuring success of piloted adaptation technologies at country level through monitoring, oversight and reporting on progress made
Beneficiaries	Participate with rational to be frontline change makers on CCA	Medium	High	Were exemplary in demonstrating on-the-ground actions that made a difference in CCA in the Lake Basin

3.4 Project Implementation Structure and Partners

40. The implementation/organizational structure of the project was designed with a motivation to bring together and engage all critical stakeholders around a common basin-wide climate change adaptation (CCA) agenda through their respective mandates, as shown below.

Figure 2: Organogram of Project Key Stakeholder Alignment



41. As the implementing agency, UNEP was responsible for providing oversight and guidance of the project's implementation, general administration, as well as disbursement of Adaptation Fund (AF) funds to LVBC, and reporting on budget performance. As the executing agency, LVBC

was responsible for overall execution of the project, regional knowledge management and communications, technical oversight, as well as disbursing funds to Partner States for the implementation of on-the-ground activities. LVBC established a project coordination unit (PCU) to conduct the day-to-day project management (that included a Program Manager and Financial analyst and was later supported by CTA). This unit worked with the National Coordinators in each of the Partner States. The National Coordinators ensured project implementation and monitoring and reporting of project activities within their own countries. They also worked with community-based organizations to implement the various interventions in identified sites.

3.4 Changes in design during implementation

42. The ACC-LVB project faced the following changes, mainly occasioned by restrictions imposed after the onset of the COVID-19 pandemic and underwent three no cost extensions. The Original Project period as per the project document was June 2018- June 2021.

- i. No Cost Extension 1: Revision of Completion Date to 31st December 2022
- ii. No Cost Extension 2: Revision of Completion Date to 30th June 2023
- iii. No Cost Extension 3: Revision of Completion Date to 31st August 2023

43. Below is an illustration of the changes that occurred in the scheduling of activities as a result of the delays caused by the pandemic and administrative issues:

- iv. **Under component 1**, training for partner state technical experts on the various modules related to transboundary water catchment management and climate resilience had been scheduled for early 2020. Around this time, meetings of the EAC CCTWG were also scheduled. With the onset of the COVID-19 pandemic, these meetings had to be pushed back and were instead held in May 2021 and March 2022 (in Dar-es-salaam, Tanzania). The first regional training session was held in June 2022, in Kigali, Rwanda and a subsequent training in May 2023 in Bujumbura, Burundi.
- v. **Under Components 3 and 4**, activities were slowed down by lengthy administrative processes for formalizing the partnerships between LVBC and focal ministries of the partner states – who were eventually to oversee implementation at community levels. Kenya and Uganda faced significant delays as they needed to adhere to new financial management and procurement legal requirements in their countries pertaining the use of these funds. Implementation of community activities for Kenya eventually had to be carried out under the auspices of LVBC.
- vi. **Under Component 5**, the LVBC Regional Research forum was set up in May 2023, much later than had been planned. The evaluation noted that since it's set up it has held meetings on how to coordinate LVB climate change and response research under a basin-wide approach focusing on the most critical areas of focus.

3.5 Project financing

44. The table 5 below shows allocation of resources to the different components of the ACC-LVB project as estimated at design and as reported at the time of the evaluation. The project absorption stood at 99.2% at the time of the evaluation. The highest expenditure was for Components 3 and Component 4 that included allocation for small grants to countries to implement community level adaption innovations and application of technologies. In addition to the allocation to countries, the project spent USD 399,806 on other execution and management aspects, and retained USD 391,705 on fees charged the implementing entity.

Table 5: Project Expenditure per Outcome (USD)

Component	Allocation at Design	Actual Expenditures	Absorption Rate
Component 1: Strengthened institutional and technical capacity to integrate climate resilience into transboundary water catchment management	490,000	610,000	124.5%
Component 2: Improved delivery of accurate and timely climate information to regional and national policymakers, technical officers and local communities	450,000	345,000	76.7%
Component 3: Climate change adaptation technologies transferred to communities to reduce their vulnerability to climate change	1,700,000	1,704,646	100.3%
Component 4: Regional resilience to climate change promoted through innovative, community-based projects	1,250,000	1,250,000	100%
Component 5: Improved knowledge management frameworks for the collection and maintenance of regional knowledge in transboundary water catchment management and climate change adaptation practices	318,489	298,843	93.8%
Project Execution cost	399,806	399,806	100%
Project/Programme Cycle Management Fee charged by the Implementing Entity (8.5%)	391,705		
TOTAL	\$5,000,000	\$4,608,295	99.2%

4 THEORY OF CHANGE AT EVALUATION

45. A Theory of Change (TOC) was reconstructed at evaluation, as a tool to explain diagrammatically how the ACC-LVB project Outputs lead to intended Outcomes and ultimately to the ideal Impact on the Lake Victoria Basin, based on an analysis of the casual pathways necessary to achieve that Impact.

46. During the Inception Phase of the evaluation, the project's results statements namely the outputs and outcomes were reviewed and revised, as necessary, to align with UNEP's definitions for results statements. Table 6 below shows how some of the results statements were reformulated.

Table 6: Justification for Reformation of Result

Formulation in original project document	Formulation for Reconstructed ToC at Evaluation (RTOC)	Justification for Reformulation
Long Term Impact		
Increased climate resilience in the LVB at both regional and local level	A climate-resilient Lake Victoria Basin	The word increasing is not supposed to be an ‘end state’. The end state should be definitive.
Intermediate States		
	Each country has demonstrably integrated climate resilience in its transboundary water catchment management and there is effective regional coordination.	There were no intermediate states in the original ToC. What were deduced as intermediate states were changes beyond the project outcomes necessary to achieve the impact statement.
	Regional and national policymakers, technical officers, and local communities receive climate information in a timely and accurate manner.	
	Climate change adaptation technologies are operational in each of the five LVB countries.	
Expected Outcomes		
1.1 Strengthened institutional and technical capacity to integrate climate resilience into transboundary water catchment management.	Strengthened institutional and technical capacity regionally to integrate climate resilience into transboundary water catchment management.	Added “regionally” to identify the beneficiaries that should experience a change as a result of the outputs. Language will be shorted in TOC diagram
2.1 Improved delivery of accurate and timely climate information to regional and national policymakers, technical officers and local communities.	No change	Language will be shorted in TOC diagram
3.1 Climate change adaptation technologies transferred to communities to reduce their vulnerability to climate change.	Communities in each of the five partner countries adopt and implement climate change adaptation technologies to reduce their vulnerability to climate change.	As originally written, this statement was more like an output. Changed the verb from something being transferred to the beneficiaries (output) to the use (adoption and implementation) of the output by the beneficiaries (outcome). Added “five partner countries” to cover all beneficiaries. Language shortened in TOC diagram
4.1 Regional resilience to climate change promoted through innovative, community-based projects	The five countries endorse regional resilience to climate change as a result of innovative community-based projects.	Added “the five partner countries endorse regional resilience” to demonstrate an observed change in behaviour, attitude, or condition, as per the UNEP results glossary. Language shortened in TOC diagram

Formulation in original project document	Formulation for Reconstructed ToC at Evaluation (RTOC)	Justification for Reformulation
5.1 Improved knowledge management frameworks for the collection and maintenance of regional knowledge in transboundary water catchment management and climate change adaptation practices.	The Lake Victoria Basin countries can better collect and maintain regional knowledge in transboundary water catchment management and climate change adaptation practices as a result of improved knowledge management frameworks.	As originally written, this statement was more like an output. Changed to focus on something being provided (improved framework) to the use of this output by the beneficiaries. Language shortened in TOC diagram
Outputs		
1.1.1 Strengthened institutional coordination mechanism to sustain a climate-resilient approach to transboundary water catchment management.	LVB states receive support to strengthen institutional coordination among them to sustain a climate-resilience approach to transboundary water catchment management.	Rephrased because as it was written, it read more like an outcome. Language shortened in TOC diagram
1.1.2 Training provided to government ministries and agencies, civil society and the private sector to address climate change-related challenges in transboundary water catchment management.	No change	Language shortened in TOC diagram
2.1.1 Tailored climate information packages to guide both operational and long-term strategic planning.	Tailored climate information packages to guide both operational and long-term strategic planning are provided to policy- and decision-makers, and local communities.	Added the beneficiaries of the output. Language shortened in TOC diagram
2.1.2 Climate information dissemination mechanism strengthened to deliver climate information to national policy-makers, LVBC technical officers and local communities.	Climate information dissemination mechanisms are strengthened to better deliver climate information to national policymakers, LVBC technical officers and local communities.	Added a stronger verb to connect the service provided to the intended beneficiaries Language shortened in TOC diagram
3.1.1 Project intervention sites and appropriate adaptation technologies identified.	No change	Language shortened in TOC diagram
3.1.2 Extension officers and local communities trained on climate change adaptation technologies including water conservation practices, climate-smart agricultural techniques and EbA activities.	No change	Language shortened in TOC diagram
3.1.3 Climate change adaptation technologies demonstrated at selected project intervention sites.	No change	Language shortened in TOC diagram
4.1.1 Small-scale projects funded to promote innovative approaches to climate change adaptation.	Small-scale projects funded in each of the five partner countries to promote innovative approaches to climate change adaptation.	Added the beneficiaries of the output: "the five partner countries". Language shortened in TOC diagram
5.1.1 A forum established to promote the collaboration of research initiatives across the Lake Victoria Basin, with a focus on adaptation to climate change.	A forum established to promote the collaboration of research initiatives across the Lake Victoria Basin countries,	Added the beneficiaries of the output: LVB "countries". Language shortened in TOC diagram

Formulation in original project document	Formulation for Reconstructed ToC at Evaluation (RTOC)	Justification for Reformulation
	with a focus on adaptation to climate change.	
5.1.2 Awareness-raising campaign to share lessons learned with stakeholders, ranging from policy- and decision-makers to vulnerable communities in the Lake Victoria Basin.	No change	Language shortened in TOC diagram

47. As depicted in Figure 5, the ACC-LVB project envisioned a long-term impact of 'a climate-resilient Lake Victoria basin' as an end-state aspiration. This was to be achieved through three Intermediate States: (1) each country in the basin demonstrating integrated climate resilience through transboundary water catchment management interventions; (2) regional and national policy makers, and local communities receive climate information in a timely manner, and (3) climate change adaptation technologies operating in all five Lake Victoria Basin countries. These make up the three causal pathways.

48. *Intermediate State1 (causal pathway 1):* Outcomes 1, 4 and 5 as contributing to the realization of the first Intermediate State. To achieve Outcome 1, the desired impact: there was a series of planned capacity strengthening interventions (both institutional and technical) at regional and national levels on climate change adaptation. Under Output (2) there was supposed to be training for government, private sector and civil society stakeholders to technically design and implement interventions to address climate change-related challenges. To achieve **Outcome 4** (countries were to endorse regional resilience to climate change because of innovative community-based projects). The project should have funded small-scale projects in each state to promote innovative approaches to climate change adaptation. Lastly, to achieve **Outcome 5** LVB countries were to obtain and utilize data to shape regional knowledge and collaborative responses around transboundary water management and climate change interventions. The project should have delivered (1) a forum on collaborative research initiatives across the states and (2) an awareness campaign to share lessons with LVB stakeholders.

49. *Intermediate State 2 (causal pathway 2):* Outcome 2 as leading to the realization of the second Intermediate State. To achieve **Outcome 2** (improved delivery of accurate and timely climate information to regional and national policy makers, technical officers, and communities), the project should have (1) tailored information packages for decision-makers and communities to guide strategic planning and (2) strengthened information dissemination mechanisms to better deliver information to policymakers, technical officers and communities.

50. *Intermediate State 3 (causal pathway 3):* The evaluation identified Outcome 3 as leading to the realization of the third Intermediate State. To achieve **Outcome 3** (communities adopt and implement climate change adaptation technologies to reduce their vulnerability to climate change), the project should have (1) identified project sites and adaptation technologies, (2) trained extension staff and local communities on climate change adaptation technologies, and (3) demonstrated adaptation technologies at the selected project intervention sites.

51. To achieve the above aspiration, the following were identified as the key underlying assumptions and drivers.

Assumptions

A1: Countries were to prioritize climate resilient transboundary water catchment management mechanisms.

A2: It was assumed that stakeholders would have received, understood and made ready to apply information provided on climate change to shape adaptation responses.

A3: Existing climate information would help the development of a regional climate information system.

A4: Community members continue to practice adaptation technologies, including after the project's lifespan.

A5: It was assumed that communities are willing to participate in project activities and adopt climate resilient techniques and practices.

A6: That national and local authorities support the project and develop the necessary policies and institutional and legal setting to support climate-resilient transboundary water catchment management mechanisms.

Drivers

D1: Project's ability to engage communities to embrace new practices.

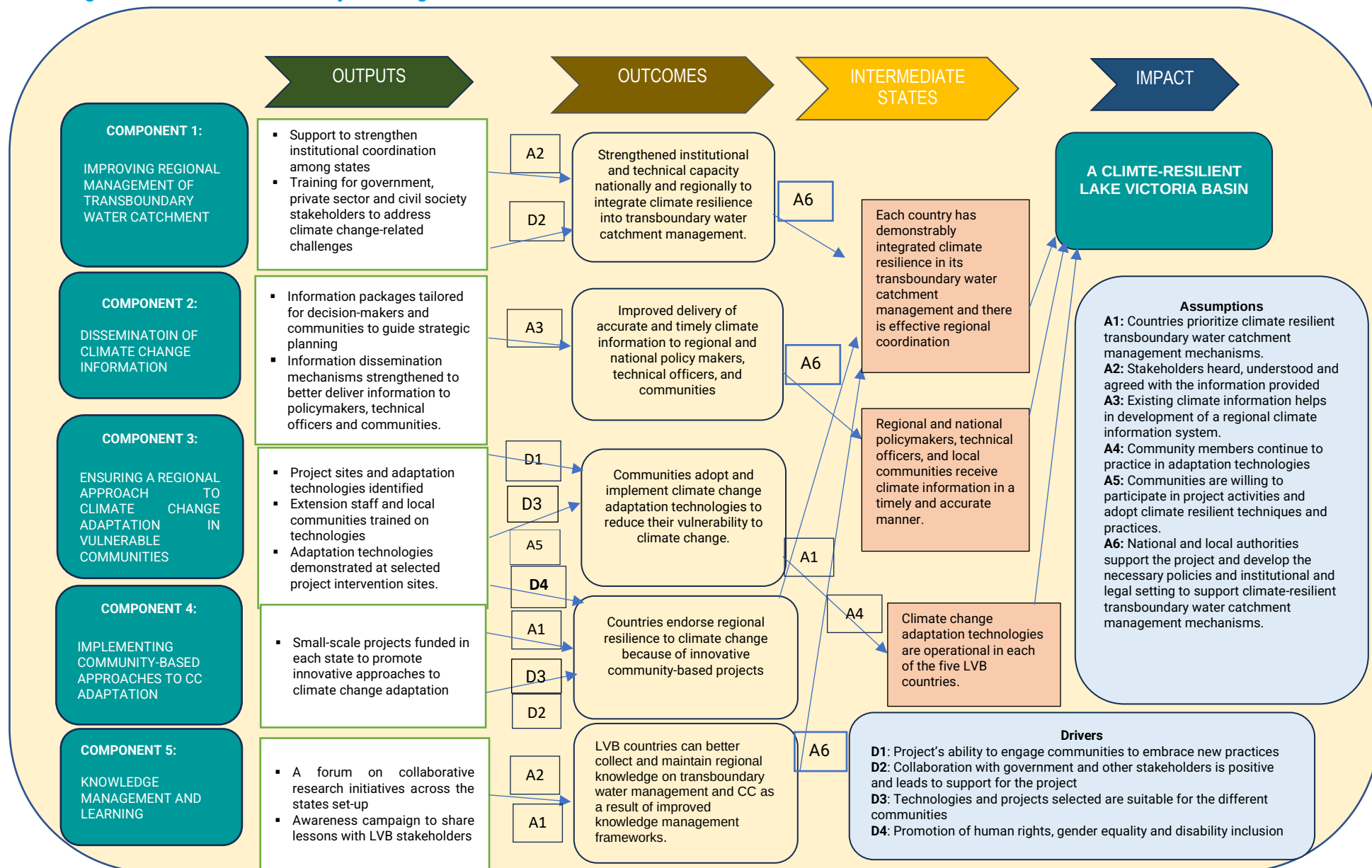
D2: Collaboration with government and other stakeholders is positive and leads to support for the project.

D3: Technologies and projects selected are suitable for the different communities.

D4: Promotion of human rights, gender equality and disability inclusion.

52. The TOC at evaluation is shown in the figure below. It demonstrates where the assumptions and drivers are needed to move between Outputs and Outcomes, and between Outcomes and Intermediate States.

Figure 3: Re-Constructed Theory of Change at Terminal Evaluation



5 EVALUATION FINDINGS

53. This chapter presents key findings of the evaluation using the UNEP Evaluation Office criteria (on strategic relevance, effectiveness financial management, efficiency, monitoring and reporting and sustainability factors as well as factors that affected/influenced performance). It is against the presentation of findings that ratings of performance are made for each evaluation criterion.

5.1 Strategic Relevance

5.1.1 Alignment to UNEP Medium Term Strategy, Program of Work and Strategic Priorities

54. The emphasis that the ACC-LVB project placed on delivery of climate information, delivery of adaptation technology and knowledge sharing were in alignment to UNEP's Medium-Term Strategy (MTS) at its project's time of approval in 2017. The project was primarily aligned with the Climate Change Subprogramme in the 2014-2017 MTS. However, it also aligned with aspects of other Subprogrammes, including disasters and conflicts; ecosystem management; environmental governance; chemicals and waste; resource efficiency; and environment under review. The table below shows the extent (using a traffic lights method of qualification) to which the project interventions were linked to the MTS Subprogrammes and their respective Expected Accomplishments (EAs).

Table 7: ACC-LVB Alignment to UNEP's Medium-Term Strategy 2014-2017

UNEP MTS (2014-2017) Sub-Programs	Expected Accomplishments (EAs)	Assessment of alignment to ACC-LVB Project interventions
Climate change	Climate resilience	Provision of climate information has improved strategic planning within the LVBC and Partner States' line ministries to enhanced climate resilience
	Low emission growth	No reference
	REDD-Plus	No reference
Resilience to disasters and conflicts	Risk Reduction	The project implemented capacity building initiatives that, among other things, involved training of national and district level officials on how to utilize weather and climate information as disseminated by Department of Meteorology for enhanced responses towards climate change adaptation
	Response and Recovery	
Ecosystems management	Production	Adoption of technologies like contour bunds
	Marine Issues	No reference
	Enabling environment	LVBC and Partner States' line ministries in charge of environment and district level authorities provided an enabling environment for execution of interventions with options for pilot of resource efficient option
Environmental governance	Coherence and synergies	The formulated East Africa Community Climate Change Technical Working Group poised to build synergies and coherent adaptation research within the lake basin
	Law	No evidence new laws enacted or amended as a result of the project
	Mainstreaming environment and sustainability	Partner states mainstreamed work under ACC-LVB into their workplans to increase sustainability
Chemical waste and air quality	Enabling environment	The mandate for LVBC on Lake Victoria Environment Management includes chemical waste and air quality, however, this wasn't the focus of the ACC-LVB
	Chemicals	No reference
	Waste	Recycling of plastics and iron waste mentioned by some groups in the project – especially those that reached out to secondary schools where this practice was taught to learners.
Resource efficiency	Enabling Environment	LVBC and Partner States' line ministries in charge of environment and district level authorities provided an enabling

UNEP MTS (2014-2017) Sub-Programs	Expected Accomplishments (EAs)	Assessment of alignment to ACC-LVB Project interventions
		environment for execution of interventions with options for pilot of resource efficient option
	Production and supply	Interventions in agriculture, livestock, honey production, tailoring, fish processing among others have increase production and supply due to investment made from small grants
	Lifestyle	Use of energy saving stoves is an illustration of change in cooking lifestyle for beneficiary households – towards a more environmentally sustainable way by using much less fuelwood. An illustrative example is the change in lifestyle in Uganda among the pastoral community of Rwobushumi in Mubendi District, who diversified into crop farming particularly banana growing. This created a new source of income for households as well as food security.
Environment under review	Assessment	ACC-LVB as pilot project has generated information from its work within the partner states to provide an overview of what works and what does not in terms due to assessments at design and during implementation of various environmental conservation initiatives
	Early warning	ACC-LVB in Kenya, supported installation of synoptic weather stations and other meteorology equipment helped to generate weather information with potential to strengthen basin-wide early warning system
	Information	Partner states have access to basin-wide information with increased awareness that conditions in one country affect others within the lake basin

Alignment to the UNEP's Program of Work (POW) Strategic Priorities

55. As mentioned above, the ACC-LVB is aligned with the Climate Change Subprogramme and was expected to contribute to Expected Accomplishment (a) of this Subprogramme in the 2016-2017 Programme of Work (POW), as listed in the table below. The table below also shows the alignment with other Subprogrammes in 2016-2017 POW.

Table 8: Alignment of ACC-LVB to UNEP Program of Work 2016-2017 Strategic Priorities

UNEP Program of Work (2016-2017) Subprogrammes	Alignment to ACC-LVB Project interventions
Climate change	Aligned to Subprogramme 1, Climate Change, Expected Accomplishment (a), Adaptation approaches, including an ecosystem-based approach, are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts. For example, through Output 2.2 on climate information dissemination mechanism to deliver climate information to national level policy makers in the lake basin as well as technical officers and local communities.
Disaster and conflicts	Aligned to Subprogramme 2, Disasters and Conflict, Expected Accomplishment (a), The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of natural and man-made disasters is improved. For example, through Output 2.1 on provision of tailored climate information packages to guide both operational and long-term strategic planning
Ecosystem Management	Aligned to Subprogramme 3, Ecosystems Management, Expected Accomplishment (a) Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased. For example, through Output 1.2 on Training for government officials in ministries and agencies as well as private sector and

UNEP Program of Work (2016-2017) Subprogrammes	Alignment to ACC-LVB Project interventions
	civil society to address climate change related challenges in transboundary water catchment management
Environmental Governance	No reference
Chemicals and waste	No reference
Resource efficiency, sustainable consumption and production	No reference
Environment under review	No reference

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: Highly Satisfactory

5.1.2 Alignment to Donor (Adaptation Fund) Strategic Priorities

56. The project was aligned with the Adaptation Fund's Medium-Term Strategy (2018-2022) which had the following aspirations:
- Through the implementation of **Component 1 and 2** the ACC-LVB project provided training for partner state staff from key climate change responsible institutions and set up the EAC Climate Change Technical Working Group to support a regional wide institutional support structure. This was in line with the Adaptation Fund Strategy's⁷ cross cutting theme of: *strengthening long-term institutional and technical capacity for effective adaptation*.
 - By implementing **Component 4** on regional resilience to climate change promoted through innovative, community-based projects, the ACC-LVB was aligned to the Adaptation Fund's strategic *focus 1* on Action that stressed the vital need to ensure that there are concrete adaptation projects in developing countries through: *actions that address the special needs of vulnerable social groups, communities and ecosystems; are based on and guided by the best available science and knowledge; and are purposefully contributing towards sustainable development and the eradication of poverty*. The ACC-LVB project implemented on-the-ground community led small-grants projects that piloted local innovations for adaptation in line with the Adaptation Fund Strategy.
 - By implementing **Components 2, 3 and 5**, the ACC-LVB set up a research forum on climate change adaptation that will continue to support basin-wide collaborative learning in the LVB. This is in line with the Adaptation Fund's *strategic focus 3 which emphasized collaborative learning and sharing across adaptation communities of practice*.
57. The Adaptation Fund requires projects receiving funding to be aligned with its Strategic Results Framework and directly contribute to least one outcome and output indicator. The ACC-LVB project was positioned to contribute to various outcome and output indicators. It was anticipated to contribute to Outcome 1, indicator 1.1 Relevant threat and hazard information generated and disseminated to stakeholders on a timely basis. It was also suited to contribute to Outcome 2, indicator 2.1 Capacity of staff to respond to, and mitigate impacts of, climate-related events and from targeted institutions increased. It was also well aligned and expected to contribute to Outcome 8, indicator 8.1 Innovative adaptation practices are rolled out, scaled up, encouraged and/or accelerated at regional, national and/or subnational level.

Rating for Alignment to Donor Strategic Priorities: Highly Satisfactory

⁷Source: <https://www.adaptation-fund.org/wp-content/uploads/2022/12/Medium-Term-Strategy-2023-2027.pdf>

5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

58. Overall, the ACC-LVB project was aligned to Goal 15 of the SDGs, Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. Other alignment to the SDGs is further depicted in the table below.

Table 9: ACC-LVB Alignment to SDGs

ACC-LVB Project interventions/focus	Alignment to SDG Goals and Targets
Component 1: Strengthened institutional and technical capacity to integrate climate resilience into transboundary water catchment management	Goal 13 under target 13.3: Number of Countries that have integrated mitigation, adaption, impact reduction and early warning into primary, secondary and tertiary curricula. Goal 15 under target 15.9.1 - By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts. Goal 15 under target 15.1.2: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type
Component 2: Improved delivery of accurate and timely climate information to regional and national policymakers, technical officers and local communities	Goal 13 under target 13.3: Number of Countries that have communicated the strengthening of institutional, systemic and individual capacity building to implement adaption, mitigation and technology transfer, and development. Goal 15 under targets 15.9: Countries to integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts Goal 17 under target 17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development
Component 3: Climate change adaptation technologies transferred to communities to reduce their vulnerability to climate change	Goal 1 under target 1.5.3: Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 Goal 6 under target 6.5.1: Degree of integrated water resources management Goal 13 under target 13.1: Number of Countries with national and local disaster risk reduction strategies. Goal 15 under target 15.1.2: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.
Component 4: Regional resilience to climate change promoted through innovative, community-based projects	Goal 1 under target 2.4.1: Proportion of agricultural area under productive and sustainable agriculture. Goal 13 under target 13.1: Number of deaths, missing persons and persons affected by disaster per 100,000 people. Goal 15 under target 15.1.2: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type
Component 5: Improved knowledge management frameworks for the collection and maintenance of regional knowledge in transboundary water catchment management and climate change adaptation practices	Goal 13 under target 13.3: Number of Countries that have communicated the strengthening of institutional, systemic and individual capacity building to implement adaptation, mitigation and technology transfer and development actions. Goal 17 under target 17.6: Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms.

59. In more specific terms the project was aligned to the various SDGs in the following ways:

Table 10: ACC-LVB Project Alignment to SDGs (Summary)

Sustainable Development Goal	Description of how the ACC-LVB interventions were linked to the SDGs
 SDG 1:	No Poverty: Community interventions focused on improving livelihoods of beneficiaries which has a bearing on reducing poverty at household level (livestock, fish processing, honey harvesting, cocoa production etc.).
 SDG 5	Gender Equality Achieve gender equality and empower all women and girls Target 5.5 on ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life
 SDG 6:	Ensure availability and sustainable management of water and sanitation for all: The project, under target 6.5.1, purposed to contribute towards the implementation of integrated water resources management at all levels including through transboundary cooperation as appropriate.
 SDG 7:	Affordable and Clean Energy: Use of energy cooking stoves at household level to curtail excessive use of fuelwood at households and schools (in Uganda). Use of locally made stoves to smoke fish using charcoal as opposed firewood (in Burundi).
 SDG 12:	Sustainable production and consumption. Use of contouring, use of organic manure, terracing and other interventions attested to aspects of sustainable production patterns – while conserving the environment.
 SDG 13:	Climate Action: Awareness created on adverse impacts of degradation. Tree nurseries, catchment protection and other conservation efforts implemented as part of climate action.
 SDG 15:	Life on Land: Training sessions including for communities that offered a better understanding that protecting Lake Victoria has included actions on land around.

60. At the regional level, the ACC-LVB project outputs were also linked to interventions under:

- i. **The overall Strategic Action Plan for the Lake Victoria Basin (2016-2021).** The ACC-LVB was designed at the time that this version of the strategic plan had been launched. From training of government and non-state officials, to provision of climate information and work in partners state communities on climate change adaptation, all five components of the ACC-LVB were aligned to the LVBC 3rd Strategic Plan (2016-2021) first objective: *to promote and facilitate the implementation of environment and natural resources management in the Lake Victoria basin.* It is also important to add that the fourth objective of this plan was on strengthening coordination and management capacity of LVBC. Though the delivery of training and other technological investments as well as setting up of the East Africa Community Climate Change Technical Working Group, the ACC-LVB project was able to contribute strengthening the capacity of the LVBC as an institution.

61. At the national level, the ACC-LVB was highly relevant to the development contexts of partner states and was linked to their respective national development plans as tabled below:

Table 11: ACC-LVB Project's Relevance to Partner State National Development Plans

Partner States National Development Plans	National	Description of how the ACC-LVB interventions were linked to the countries' national development contexts
 Burundi		The project implemented adaptation interventions in the LVB which were also already included in the 2018-2027 National Development Plan and in line with Burundi Vision 2025 both noting the critical role that the environment contributes to national development.
 Rwanda		Under the Ministry of Environment, Rwanda is implementing various interventions linked to the strategic focus of the ACC-LVB project. This includes ones that complement Rwanda's Vision 2050 and National Strategy for Transformation 2017-2024.
 Kenya		ACC-LVB is in alignment with Kenya Vision 2030 under agriculture and rural development aspects that note the need to invest in water-stresses areas and mainstream Climate Change into sectoral plans. The ACC-LVB project was also aligned to i. Kenya's Climate Change Act (2016) that provides a framework for integrating climate change adaptation and mitigation into all aspects of national development; ii. Kenya's National Climate Change Action Plan (NCCAP) that outlines strategies for reducing vulnerability to climate change. iii. Kenya's sectoral focus on Nationally Determined Contributions (NDC) that outlines the country's commitments to the Paris Agreement on climate change
 Uganda		ACC-LVB is aligned with Uganda's NDP III 2020-2025 under the Program on Natural Resources, Environment Climate Change, Land and Water Management where the Ministry of water and environment lead on aspects of transboundary water resources management.
 Tanzania		ACC-LVB is in alignment with Tanzania National Plan 2021/22 under 5.3.5 on Environment and Natural Resources Management, with a focus on conserving the ecosystem around lakes and rivers.

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory**5.1.4 Complementarity with Existing Interventions/Coherence**

62. Prior discussions were held with these initiatives during project design to avoid duplication. Later, during the implementation of the project, other existing ACC interventions (in many ways) continued to complement these interventions as illustrated below:

- i. Lake Victoria Regional Water and Sanitation Initiative (LVWATSAN). The project was designed based on the LVBC's prior experience working within the same context. By way of example, the partner states had already been implementing interventions under the Lake Victoria Regional Water and Sanitation Initiative (LVWATSAN) whose objective was to 'support secondary urban cities in the LVB to contribute to the reversal of pollution of the lake through improvement of sustainable water supply and sanitation infrastructure in 15 secondary towns within the basin.
- ii. Lake Victoria Environment Management Program I & II (LVEMP I & II). This project aims at improving collaboration on transboundary natural resource management to address issues in polluted hot spots and degraded catchments (among others) in all the five partner states.

Such experiences were useful in shaping the project's design. During project implementation, the project sustained coherence with other existing LVB interventions and complemented their work within the basin

Rating for Complementarity with Existing Interventions/Coherence: Moderately Satisfactory**Rating for Strategic Relevance: Highly Satisfactory**

5.2 Quality of Project Design

63. The project was designed as pilot to operate in the context of partner state conditions but under a basin-wide transboundary approach. The project document presented a detail of project preparation (looking at the inclusiveness of LVB countries), strategic relevance to the problem context and the causal link between outcomes, outputs and intended results per component. This detail was further elaborated by comprehensiveness of the project's framework whose targets were set by the baseline completed rather late in February 2022. Other aspects of the design attempted to link regional components with national level interventions. Component 1 and 2 focused on basin-wide capacity building (through trainings and provision of climate information to countries) aiming to use this capacity to support interventions that would be carried out under Component 3 and 4. Countries had pledged to utilize their staff to serve M&E function in their respective countries as part of their in-kind contribution. As such there wasn't a dedicated, paid M&E staff for the project at the country level. As later will be presented, this eventually turned out as burdensome for partner states. The project design included aspects of financial planning, efficiency, risk and safeguards. Below is the rating of the assessment of the quality of the design of the project.

Table 12: Summary of Project Design Rating

PARAMETERS	SELECT RATING	SCORE (1-6)	WEIGHTING	TOTAL (Rating x Weighting/10)
1. Operating Context	Moderately Satisfactory	4.0	0.4	0.16
2. Project Preparation	Satisfactory	5.0	1.2	0.6
3. Strategic Relevance	Satisfactory	5.0	0.8	0.4
4. Intended Results and Causality	Moderately Satisfactory	4.0	1.6	0.64
5. Logical Framework and Monitoring	Moderately Satisfactory	4.0	0.8	0.32
6. Governance and Supervision Arrangements	Satisfactory	5.0	0.4	0.2
7. Partnerships	Satisfactory	5.0	0.8	0.4
8. Learning, Communication and Outreach	Moderately Satisfactory	4.0	0.4	0.16
9. Financial Planning / Budgeting	Moderately Satisfactory	4.0	0.4	0.16
10. Efficiency	Moderately Satisfactory	4.0	0.8	0.32
11. Risk identification and Social Safeguards	Moderately satisfactory	4.0	0.8	0.32
12. Sustainability / Replication and Catalytic Effects	Moderately Satisfactory	4.0	1.2	0.48
13. Identified Project Design Weaknesses/Gaps	Satisfactory	5.0	0.4	0.2
TOTAL SCORE (Satisfactory)				4.36

Project Strengths and Weaknesses at Design

64. As part of this evaluation, an assessment has been made of the strength and weaknesses of various parameters of the project design as shown in the table below.

Table 13: Project Design Strengths and Weaknesses

Design Parameter	Strength	Weakness
Operational context	Strong country by country analysis of the problem and operational context with referenced exemplification of the scale of the problem	Some data could have been provided to candidly project the scope of the problem (e.g., Megawatts of hydropower lost as a result of LV water table fluctuation; or value of crop harvest lost due to droughts etc.)
Project Preparation	Very detailed in presentation and inclusivity of all LVB countries	Not quite clear if projects intended beneficiaries were consulted during project preparation (only in Rwanda and Tanzania were examples provided to this effect)
Strategic Relevance	Well-presented and in fine detail	None identified
Intended Results and Causality	The five components are closely interlinked focusing on institutional strengthening (through provision of data and other knowledge management facilities as well as implementation of site-relevant CC interventions)	The design could have strengthened the link between community level implemented projects and knowledge shared (as a result of their implementation) and how this has impacted on ' what communities knew already ' or if causality could be traced in ' what we did not know ' so that lessons emerge from on-ground interventions
Logical Framework and Monitoring	Very strong and elaborate	Reporting against indicators done more at macro and less at micro levels – done mostly against reporting expectations than on lessons learned or things to change
Governance and Supervision Arrangements	Utilization of the already strong institutional structures of the LVBC and partner state line ministries was key	None identified
Partnerships	Strong partnerships already riding on the work done by LVBC and UNEP in the basin	None identified
Learning, Communication and Outreach	A regional research forum was set up that will facilitate learning based on evidence. Partner states will then use this information to guide on policy briefs on what specific state level interventions within the LVB.	In terms of communication, some of the knowledge and information packs could have been translated into French language for the benefit of some beneficiaries in Burundi, had this been anticipated at design.
Risk identification and Social Safeguards	Risk analysis elaborate in the design	Inability to anticipate the legal requirement where laws required that this project is approved and registered under the donor funding and financial management procedures that had been set up in both Kenya and Uganda. This eventually caused length administrative bureaucracies.
Sustainability / Replication and Catalytic Effects	LVB countries have mechanisms within their own designs to replicate interventions under this project using own structures and system at country and sub-national levels	No exit strategy, but efforts within the LVBC and UNEP as well as within the member states are in place to sustain these interventions after the projects' lifespan

Rating for Project Design Quality: Satisfactory
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5.3 Nature of the External Context

65. In 2020, the project was slowed down by the advent of the COVID-19 pandemic. This caused travel restrictions that forced some events (especially trainings) to be re-scheduled. Eventually the travel restrictions were lifted, and the project was able to complete interventions, albeit late.

66. No reported conflicts or events related to unanticipated political upheaval in any of the partner states that could have affected the project context were noted.

Rating for Nature of the External Context: Favourable

5.4 Effectiveness

5.4.1 Availability of Outputs

Outcome 1: Strengthened institutional and technical capacity to integrate climate resilience into transboundary water catchment management

Output 1.1.1 Strengthening Institutional Coordination mechanism regionally to sustain climate resilient approach to transboundary water catchment management

Target: Two meetings of the Climate Change Technical Working Group (CCTWG) are held per year

67. The LVBC held a total of 3 meetings of the CCTWG, out of a target of 6 (2 per year, for the originally intended 3 years), according to project documentation. The CCTWG meetings were attended by experts from the partner state's ministries and institutions responsible for EAC affairs, environment, natural resources, and disaster risk reduction, as well as EAC and LVBC staff. The meetings were held to discuss technical strategies to enhance climate change and disaster risk reduction in the Lake Victoria Basin region. The following were the outputs of these meetings:

68. The first CCTWG meeting on climate change and Disaster Risk Reduction took place on 26-28 **May 2021** in Dar-es-salaam Tanzania. Among other things, the CCTWG reviewed and discussed the following items for consideration and incorporation in the ACC-LVB:

- i. Baseline report for the ACC-LVB;
- ii. Communication Plan for ACC-LVB project;
- iii. Stakeholder engagement strategy for ACC-LVB project; and
- iv. Received a presentation on a report on stock-take of existing CCA technologies in LVB.

69. The second meeting of the CCTWG was held in Dar-es-salaam from 28-29 **March 2022** to review progress and provide technical guidance to enhance the implementation of climate change adaptation programs in the region. During this meeting, the CCTWG reviewed and made recommendations that had been made after the first CCTWG meeting of May 2021. The meeting delivered the following outputs:

- i. Approved the Baseline Report for the ACC-LVB project
- ii. Discussed and reviewed recommendations that were made on observed climate change characteristics, future climate projections and draft report of future projected extremes over the LVB.

70. The third meeting of the CCTWG was held from 15-16 **May 2023** in Bujumbura, Burundi. The following were the results of this meeting:

- i. Reviewed the status of the implementation of the ACC-LVB project.
- ii. Provided recommendations for the project moving forward, such as upscaling the project interventions into other vulnerable areas in the region.

- iii. Reviewed and discussed draft policy briefs and reports on observed, projected climate and extreme events over LVB. The CCTWG made recommendations for these documents and called for LVBC to submit validated version of these to CCTWG for adoption.

71. **Evaluative Assessment:** The project did not meet its target of 6 CCTWG meetings during the course of the implementation as a result of travel limitations and other restriction imposed due to the COVID-19 pandemic in the partner states. However, with the meetings held, the CCTWG was able to serve as a regional institutionalized mechanism to coordinate basin-wide interventions – focusing around the project component areas and establishing a reporting framework to assess countries' progress. After the project came to an end, other meetings have been held to assess progress. However, the evaluation noted that there is now an urgent need to support LVBC to sustain the momentum built by the ACC-LVB project to keep this regional coordination mechanism running (specifically supporting the works and meetings of EAC CCT-TWG after the project's life).

72. Below is a group photo of one of the CCTWG members at one of the Workshops, in 2023 in Bujumbura, Burundi.

Figure 4: Photo of Participants at the CCTWG Meeting in Bujumbura, May 2023



Photo Credit: (LVBC, 2024)

Output 1.1.2 Training Provided to Government Ministries and Agencies, Civil Society and Private Sector to address climate change related challenges in transboundary water catchment management

Targets: (1) **At least 20 staff representatives** (50% women) trained on climate change adaptation and water catchment management during regional workshops and (2) **At least 100 staff representatives** (50% women) trained on climate change adaptation and water catchment management during national workshops

73. At the Regional Level, training was provided to **67 representatives (out of a target of 20) (40% female)** from government ministries, departments and agencies (MDAs) of the Partner states, according to the project completion report. This was guided by training modules for public, private sector and non-governmental organizations under the project. The first regional training session was held in Kigali Rwanda in June 2022 and modules were delivered on:

- i. Integrated catchment management;
- ii. Climate change adaptation process that demonstrates use of information for decision making on adaptation, resilience and catchment management; and
- iii. Adaptive management –with commitment to agreed management actions in LVB.

74. The second regional training session was held in Bujumbura, Burundi from **17-19 May 2023** over three days covering aspects that included:

- i. Climate change, conflict and gender;
- ii. Analysing climate related conflict dynamics;
- iii. Conducting different forms of negotiations and conflict resolutions; and
- iv. Provision of information on the use of a variety of tools that will enhance their skills in conflict analysis, negotiations for conflict resolution, design of project activities and storytelling for effective communicating climate data by community members.

75. At the National Level, training was provided for **109 national staff (out of a target of 100) (45% female)** responsible for transboundary water catchment and climate change adaptation in their respective countries, according to the project completion report. These sessions were held between December 2021 and May 2022 in each partner state. The meetings delivered the following outputs (note that the participant numbers listed in the bullets below may include national staff participants, as well as other participants such as from local communities):

- i. In Burundi, a training workshop was held from 16-17th December 2021 at Gitega. A total of 67 participants attended the training, including representatives from the Ministry of Environment, the Burundian Office for Environmental Protection (OBPE) as well as community representatives. Sessions provided participants with knowledge of climate change impacts, risks, and vulnerabilities, particularly focusing on water catchments. They were introduced to tools for assessing climate change vulnerabilities and discussed strategies for adaptive management, such as Ecosystem-based Adaptation (EbA) and Nature-based Solutions (NbS). Participants worked on identifying relevant policies at local, national, and regional levels and explored tools and approaches for adaptive ecosystem management, including trade-offs in management interventions.
- ii. In Kenya, the training was held from December 1-2, 2021, in Siaya Town. A total of 22 participants national staff (40% women) participated, including from Ministry of Environment and Forestry, County Governments of Busia and Siaya. Sessions covered climate change impacts, risks, vulnerability assessments, and strategies for adaptation. Group work centred around identifying adaptive management activities and tools, mapping vulnerable groups, and understanding the policy context for water resource management. The training adopted a participatory approach, encouraging group discussions, exercises, and presentations to facilitate knowledge sharing and practical problem-solving.
- iii. In Rwanda, the training was held in May 2022. The workshop was conducted in two sessions: one for community groups in Kirehe District and another for government officials, NGOs, and private sector representatives in Bugesera District. There were 18 participants from government departments. Participants were introduced to concepts of water catchment management within the principles of Integrated Water Resources Management (IWRM). Group activities focused on mapping catchment areas, identifying natural resources, key stakeholders, and vulnerable groups. In both workshops, participants learned to identify climate risks (such as droughts and floods) and prioritize ecosystem-based adaptation (EbA) solutions. The Kirehe community participants focused on local catchment resources, while the Bugesera government officials emphasized policy context and adaptive management.
- iv. In Tanzania, the training was held from January 31 to February 1, 2022, in Magu Town, Mwanza province. There were 66 participants, 29% were female (19 participants), and 71% were male (47 participants). Participants included representatives from national government agencies (Vice President's office, Ministry of Foreign Affairs, Ministry of Agriculture), and local government officials from Magu District. The training covered climate change risks, vulnerabilities, and adaptation processes, including the use of Ecosystem-

based Adaptation (EbA). Participants explored climate impacts, such as droughts and floods, and identified strategies to manage these risks in water catchments. Practical sessions included discussions and group work aimed at identifying adaptive management activities and evaluating their effectiveness for water catchment management.

- v. **In Uganda**, the training was held in Uganda in two sessions: one in Kampala for government officials (March 14-15, 2022) and another in Masaka for community groups and district officials (March 17-18, 2022). In the training in Kampala, 24 government officials participated (58% female and 42% male). They included representatives from the Ministry of Water and Environment, Ministry of Agriculture, Ministry of Gender, Ministry of Local Government, and Uganda Meteorological Authority, among others. The sessions covered climate change risks, vulnerability assessments, and adaptation strategies. Both sessions involved extensive group work where participants mapped catchments, identified climate impacts, and discussed adaptation interventions. The training aimed to enhance cooperation among government officials and community groups, promote inclusive management of water resources, and provide tools to integrate climate resilience into project planning and implementation.

The table below summarizes the breakdown of the total number of government national staff that participated in various trainings offered by the project in each of the partner states.

Table 14: Number of National Staff Trained Per Country

Country	Number of national staff trained
Burundi	20 participants included experts from the Burundi Meteorological Department, the Ministry of Environment, Agriculture and Livestock
Kenya	22 participants included experts from the Kenya Meteorological Department (National level, Siaya, and Busia counties), Climate Change Policy experts from the Ministry of Environment and Forestry
Rwanda	18 participants included experts from the Rwanda Meteorological Agency, the Climate Change Policy Department, and the Ministry of Environment
Tanzania	25 participants include experts from the Tanzania Meteorological Agency, Climate Change Policy experts from the Vice President's Office
Uganda	24 participants included experts from the Uganda National Meteorological Authority (UNMA), Climate Change Policy experts from the Ministry of Water and Environment
Total	109 Participants

Source: Computations from workshop attendance reporting by countries to LVBC

76. Overall, the number of local community members in the five partner states that were reached with sessions of training and extension services were **2,036** (875 representing 43% were women and 1,161 representing 57% were male). These training sessions at community levels were mainly offered by extension officers – some of whom were beneficiaries to this training who had previously been offered support as Trainer of Trainees (ToTs). The aspects of these session included: application of relevant climate change adaptation technologies and practices (as the related to various community contexts); water conservation, climate smart agricultural practices and other EbA thematic areas. The table below presents the breakdown of the community beneficiaries that were reached under the project by country and location

Table 15: Number of Community Beneficiaries from Trainings Offered Per Country

Country	Number of community members who benefitted from various training sessions (by gender)	Location
Burundi	975 (410 Female and 566 Male)	Kirundo and Muyinga Provinces
Kenya	225 (115 Female and 110 Male)	Busia and Siaya Counties

Country	Number of community members who benefitted from various training sessions (by gender)	Location
Rwanda	227 (123 Female and 104 Male)	Gatore Sector and Musaza Sector both in Kirehe District
Tanzania	314 (129 Female and 185 Male)	Magu District
Uganda	295 (83 Female 212 Male)	Mubende and Masaka districts
Total	2,036 (876 women - 43% and 1,160 men - 57%)	

Source: Computations from reporting by countries to LVBC

77. **Evaluative Assessment:** The project exceeded its targets for training regional and national staff under Output 1.2 but fell a bit short of meeting the gender target of 50% female participation. From the analysis of interviews with regional, national and community level stakeholders, the selection of participants at these workshops/training sessions could have been done better. National coordinators and participants interviewed noted that the trainings were of high quality and were provided in collaboration with Clingendael, Netherlands Institute of International Relations and UNEP. However, it was noted that some participants have since left their positions for other jobs and hence, were unable to use the training to pass it on to communities. Partner states could, in the future, identify second representatives with longer-term contracts in their respective occupations to attend these training sessions. In addition, a note was made that some of the materials could have been provided in the French Language for the benefit of Burundi – especially the short version profiles – to easy transmission of information to community members.

Outcome 2: Improved delivery of accurate and timely climate information to regional and national policymakers, technical officers and local communities

Output 2.1.1 Tailored climate information packages to guide both operational and long-term strategic planning are provided to local communities

Target: Delivery of climate information to local communities at selected project intervention sites. All local communities at the selected project intervention sites receive relevant climate information at least twice a year.

78. The project established some interventions to assist with the delivery of climate information to local communities, such as those listed below.

79. **In Burundi**, the project installed in 1 rain gauge in Giteranyi District, as well as distributed 15 smart phones and 2 computers and printer to local administrative authorities. The 2 computers were distributed to the IGEBU national institution responsible for training, collection and distribution of climate information throughout the country. The equipment was intended to enable the authorities to receive and disseminate weather information to local communities, according to documentation. The project reportedly also trained 300 community members in the interpretation and application of weather information. Project documentation reports that local communities received climate information via community meetings and radio talk shows. While the information was delivered to communities, the evaluation could not obtain evidence that of the actual use of this information by beneficiaries in various communities.



Figure 5: Demonstration of the Working of the Rain Gauge at Giteranyi Offices, Burundi

Photo Credit: (Drake Rukundo, 2024)

80. **In Kenya**, the project supplied, delivered, installed and commissioned synoptic Automatic Weather Stations in Busia and Siaya Counties in Kenya. The ACC-LVB project included the provision of real-time data to inform surveillance and response planning for LVBC's emergence response planning and other technical analyses. This data was later relayed to communities for use in season forecast to help farming practices and emergency responses to flooding and prolonged drought. The project contracted a private firm (Aswad Investment and General Supplies Limited) which delivered and installed 2 synoptic automatic weather stations. The stations' common instruments of measure are anemometer, wind vane, pressure sensor, thermometer, hygrometer, and rain gauge. The weather metrics and data they generate are formatted to help the weather forecast modelling at LBVC. In Kenya's Busia County, these stations are providing real-time data that is relayed to the meteorology data centre at LVBC for analysis.



Figure 6: LVBC Technical Staff and Principal of St. Luke Odiado at the Weather Station in Kenya

Photo Credit: (Drake Rukundo 2024)

81. The project completion report states that 16 local climate monitors that were trained in data collection and transmission using rain gauges are disseminating seasonal and annual weather forecasts to local communities. There wasn't evidence from the evaluation, that this weather data was delivered for use by communities.

82. **In Rwanda**, project documentation reports that 400 community members were trained in Kirehe District on the accessibility and application of climate information in their seasonal plans. The beneficiaries in this area are reported to be receiving weather information regularly from the Rwanda Meteorological Authority via SMS even before the project began. The project served to improve on the regularity of the flow of information on weather changes. Community members selected to be part of the project, were trained on the usage of weather information relayed to their mobile phones.

83. **In Tanzania**, the project installed 3 rain gauges. Two rain gauges were installed in Busalanga Primary School and Ng'haya Secondary School, and the third was installed in the farmers field school in Magu District Offices. These gauges are able to generate data that is transmitted to the National Meteorological Centre, in Dar es Salaam, to inform modelling and forecasts. As part of enhancing institutional capacity to disseminate weather and climate information to local communities, Magu District Meteorological Office and Ng'haya Secondary

School were also equipped with IT equipment and computers. According to project documents, 25 staff from Magu District were trained by the Tanzania Meteorological Authority on the interpretation, dissemination, and application of climate and weather information.

84. As seen in the photo below, the project provided computers which Magu District staff are using to generate analyses and print reports from the data analysis.

Figure 7: Computer and Printer offered by the Project at Magu District Offices, Tanzania



Photo Credit: (Drake Rukundo, 2024)

85. The evaluation noted that communities in Ng'haya have obtained weather information and used it to schedule rice planting seasons and anticipate projected dry spells spread over 2022, 2023, and 2024 main and short seasons. This informed the project on rationing of water flow for its optimal use by rice and other farmers.

86. **In Uganda**, according to project documentation, weather information in terms of seasonal forecasts for 2023 and early 2024 were widely circulated to local communities in project sites through radio programmes and during community meetings. The evaluation did not obtain evidence of the extent to which beneficiaries attributed to their change in practices as a result of the relayed information.

The table below presents as summary of equipment provided per country as part of the project:

Table 16: Key Equipment Provided and Number of Trained Users

Country	Key of the Equipment provided by the ACC-LVB Project	No. of people trained
Burundi	1 rain gauge, 15 smart phones and 2 computers and printer, and 200 bee hives	300 community members in the interpretation and application of weather information
Kenya	Installed 2 synoptic automatic weather stations, 280 bee hives and equipment to process honey	16 local climate monitors that were trained in data collection and transmission using rain gauges are disseminating seasonal and annual weather forecasts to local communities
Rwanda	280 bee hives and equipment to process honey; sewing equipment and embroidery machines for tailoring	400 community members were trained in Kirehe District on the accessibility an application of climate information in their seasonal plans
Tanzania	Cages for fish farming; Three Rain Gauges; Computer and Printer and other IT equipment as well as sewing equipment and embroidery machines for tailoring	25 staff from Magu District were trained by the Tanzania Meteorological Authority on the interpretation, dissemination, and application of climate and weather information
Uganda	200 bee-hives and 5,000 cubic meter valley tank	Number not reported

Source: ACC-LVB Project Completion Report, March 2024

87. **Evaluative Assessment:** The project completion report states that instruments and technology that were provided to some of the partner states to increase their ability to collect and transmit climate data to their location communities. But there is not sufficient evidence that all local communities at the selected project intervention sites received relevant climate information at least twice a year, and that it had information about their farming or adaptation decision making or that of the local authorities.

Output 2.1.2 Climate information dissemination mechanism strengthened to deliver climate information to national policymakers, LVBC technical officers and local communities

Target: At least 25 (5 per Partner State) staff members trained on downscaling regional climate information to the national level.

88. The Output was delivered in the following ways:

- i. The training held in Bujumbura, Burundi, from September 5-7, 2022, was attended by **20 participants**. Participants included experts from the Burundi Meteorological Department, the Ministry of Environment, Agriculture and Livestock, and the LVBC ACC-LVB project team.
- ii. The training held in Nakuru, Kenya, from July 13-15, 2022, was attended by **22 participants**. Participants included experts from the Kenya Meteorological Department (National level, Siaya, and Busia counties), Climate Change Policy experts from the Ministry of Environment and Forestry, and the LVBC ACC-LVB project team.
- iii. The training held in Kigali, Rwanda, from August 31 to September 2, 2022, was attended by **18 participants**. Experts from the Rwanda Meteorological Agency, the Climate Change Policy Department, and the Ministry of Environment participated in the training.
- iv. The training held in Mwanza, Tanzania, from September 21-23, 2022, had **25 participants**. Experts from the Tanzania Meteorological Agency, Climate Change Policy experts from the Vice President's Office, and the LVBC ACC-LVB project team attended the training.
- v. The training held in Kampala, Uganda, from August 3-5, 2022, was attended by **24 participants**. Participants included experts from the Uganda National Meteorological Authority (UNMA), Climate Change Policy experts from the Ministry of Water and Environment, and the LVBC ACC-LVB project team.

89. Overall, a total of 109 staff members were trained on building technical capacity in downscaling regional climate information to national and local levels to improve the delivery of accurate and timely climate data for decision-making and adaptation efforts in the Lake Victoria Basin. On average about 22 staff members were trained per Partner State. These numbers exceed the indicator targets.

90. National coordinators noted that the trainings provided were limited in scope (with a few sessions held per country) mainly due to resource constraints. The approach was therefore to adopt a ToT (Trainer of trainees) modular where those trained would eventually train other extension staff that worked directly with beneficiaries. The evaluation did not obtain any evidence that this ToT approach had been successful since most trained extensionists were not facilitated to take down this knowledge at the grassroots. It is also important to note that not all that were trained were the same staff that were sent out to conduct field missions and reviews.

Outcome 3: Climate change adaptation technologies transferred to communities to reduce their vulnerability to climate change

Output 3.1.1 Project intervention sites and appropriate technologies identified

Target: At least 1 intervention site identified in each Partner State

91. Prior to the start of the ACC-LVB project, a technical background work was undertaken to select both climate change adaptation technologies and the project sites per partner state where interventions would eventually be held. This process had the following three dimensions:

- i. **Assessment of Baselines** for each country was done to help identify intervention sites and appropriate solutions. The criteria for selection of sites were informed by PREPARE project funded by USAID where all project sites were selected following a Vulnerability and Adaption Assessment (VIA) exercise. As elaborated in the project document, the following sites passed the criteria and were selected as project sites based on that assessment:

Burundi 1. Gatete/Cabariza and Bishisha/Rwibikara Villages in Busoni Commune of Kirundo Province 2. Rukusha-Kijumbura; and 3. Nzove-Kayove villages in Giteranyi Commune of Muyinga Province ; and Murama

Kenya 1. Sio-Malaba Malakisi in Busia County 2. Mawira Ndati River catchment in Siaya County

Rwanda 1. Kirehe District: Kabeza village, Butezi cell, Gahara sector; Kigarama village, Rwantonde cell, Gatore sector; and Gasarabwayi and Kabuga cells in Musaza sector

Tanzania 1. Ng'haya village of Magu district

Uganda 1, Masaka District in the Mpala; 2. Serinya Villages in Buwunga Sub County 3. Mubendi District in the Kalungi village 4. Bushwabwera Parish 5. Rwobushumi village in Bubanda sub-county

While each country received an approximately US\$ 1,084,496 for the project, evaluation noted that Rwanda and Tanzania that opted for sites one district each were able to deliver more efficiently - in light of limited resources (especially on optimization of costs for routine monitoring and site visits) than the others that had multiple sites in multiple districts (using the same level of funding).

- ii. **Stocktaking exercise:** In 2021, LVBC spearheaded a Stocktake exercise (and produced stocktake reports) on the existing technologies in the LVB to identify appropriate technologies for each of the respective member states. The rationale of the stock taking exercise was to identify and select adaptation technologies and feasible options that would relate to the contexts of partner states and promote transfer, adoption and diffusion of these technologies and options in the lake basin. The evaluation noted that baseline was completed late (in February 2022) when the project had already begun. This was at the time of the Project's mid-term review. The project utilized the stocktaking reports to start the work on project sites as the baseline was finalized.
- iii. **Identification of project intervention sites:** During the preparatory stage, a short list of potential climate adaptation technologies and practices suitable to various partner state context were mapped. LVBC supported processes that included community exchange visits and the verification of site proposals. The project met the target for at least 1 intervention site identified in each Partner State.

Output 3.1.2 Extension officers and local communities trained on climate change adaptation technologies including water conservation practices, climate-smart agricultural techniques and EbA activities

Target: At least 100 community members in each Partner State (of which 50% are women) trained on climate change adaptation technologies (500 people in total).

92. In Burundi, 975 community members were trained, of which 407 were female and 568 were male, according to synthesis of quarterly progress reports by Burundi to LVBC.

Table 17: Beneficiaries of Training per site in Burundi

Location of Project Site in Burundi	Number of Females	Number of Males	Type of Training
Busoni: Gatete / Cabariza	35	15	Environment, land Management, sustainability and improved cook stoves
Bishisha/ Rwibikara	45	30	Environment, land Management, sustainability and improved cook stoves
Nzove Kayove	240	360	Environment, lands Management and sustainability including fish drying technology, fish cages farming
Rukusha –Kijumbura	65	135	Environment, lands Management and sustainability and protection of transboundary marshland/hotspot areas
Murama			Environment, lands Management and sustainability as well livestock improvement (particularly piggery and goats rearing) and beekeeping
Total – 975	407	568	

93. In Kenya, 225 community members were trained on climate adaptation practices, of which 113 were female and 112 were male, according to the progress report for 2024 for Kenya produced by LVBC under whose auspice the projects were done.

Table 18: Beneficiaries of Training per site in Kenya

County of Project Site in Kenya	Number of People	Type of Training
Siaya	60 farmers	Soya bean production and management
	30 bee farmers	Modern bee keeping technology
Busia	30 bee farmers	Bee keeping technology
	60 farmers	Sustainable agricultural practices specifically cultivation of orange fresh potato vines
	30 farmers	Trained on sustainable poultry production and fish cage farming
	30 farmers	Trained on propagation and management of bamboo
	15 farmers	Trained on establishment of tree nursery
Total - 225 (112 Male and 113 female) community members		

94. In Rwanda, 227 community members were trained, according to the ACC-LVB Project Completion Status Report for Rwanda. These community members were from Kirehe District and were trained on water conservation practices, climate-smart agricultural techniques and EbA activities.

95. In Tanzania, 314 community members were reached, according to the final ACC-LVB Project Completion Report for Tanzania (June 2023). According to this report, capacity building training session included training for 23 district team staff that included experience-sharing with experts on local adaptation options.

96. In Uganda, practical training demonstrations were held in Mubende and Masaka on the construction of energy saving stoves targeting community groups and selected institutions including schools. According to annual progress reports from Uganda (2021-2023), 295 (212 male and 83 female) community members were trained, with 165 (121 male and 44 female) in Mubende and 130 (91 male and 39 female) in Masaka. These training sessions were on conservation practices, climate-smart agricultural techniques.

97. According to the Project's Completion Report, those that benefitted in the training sessions were 2,036 (out of which 875 were women representing 43%) These, per partner state were broken down as follows: 295 (28% women) in Uganda; 975 (42% women) in Burundi; 227 (54% women) in Rwanda; 225 (51% women) in Kenya; and 314 (41% women) in Tanzania. In Tanzania, the training was also extended to 1,178 (51% female) students of Ng'haya Secondary School and 909 (51% female) pupils of Busalanga Primary School.

98. **Evaluative Assessment:** The target for Output 3.2.1 was met in most Partner States. Burundi greatly exceeded the number of community members trained, and Kenya, Rwanda and Uganda also exceeded the target. Tanzania did not meet the target for number of community members trained since interventions were limited to only one district – and those trained were sufficient to serve as Trainer of Trainees (ToTs). The evaluation noted, however, that there wasn't enough facilitation for the ToTs to conduct comprehensive training and demonstrational exercises for project beneficiaries. Due to restrictions occasioned by the COVID-19 pandemic, most of the trainings were limited in coverage and scope and focused on a few enterprises and demonstrations.

Output 3.1.3 Climate change adaptation technologies demonstrated at project sites

Target 1: At least 100 households in each Partner State benefitting from water conservation practices (500 households in total).

99. The ACC-LVB project implemented adaptation technologies and practices across the five partner states aimed at promoting climate smart agricultural practices; building resilience through various water conservation and soil health practices; bio-engineering and other agro-forestry practices, while contributing to food security and household incomes.

100. **In Burundi**, as documented in the ACC-LVB project completion report, the climate change adaptation technologies, some of which are specific to water conservation, were demonstrated and the number of households that benefitted from them are listed below.

- i. One Micro-irrigation scheme for Gatere cooperative was formed composed by 85 families and was represented by 55 male and 30 female members.
- ii. Solar powered irrigation scheme that is benefiting 385 households in Giteranyi province (85 directly and 300 households are benefitting indirectly).

101. **In Kenya**, the ACC-LVB project completion report showed that the project implemented climate change adaptation technologies, specific to water conservation, that included:

- i. Two solar powered boreholes in Busia. The first was at Osipata Borehole that is benefiting 45 households and 1 school of 610 pupils. The second was in Bukiri serving 2 schools with a total population of 1,200 pupils and 40 households.
- ii. Drilled and equipped one solar powered borehole in Siaya county. This borehole is reported to serve one primary school with 562 pupils and an additional 120 households.
- iii. Wheeled solar panels made to support small scale irrigation. These were still under trial to be able to state number of beneficiaries.

Figure 8: Portable Solar powered water pumping system (left) and Borehole supported with solar system at Kahoya Primary School in Kenya (right).



Photo Credit: (Drake Rukundo, 2024)

102. **In Rwanda**, as reported in the country's ACC-LVB project report, the following climate change adaptation technologies, specific to water conservation, were demonstrated:

- i. Rooftop rainwater harvesting system was installed for 205 households (noting that while the initial plan was to install for 160 households, the project management received requests from the neighbouring community that they be included. In their response, this led to expansion to additional 45 households).
- ii. In addition, gabions were constructed to reduce the intensity of water flow and avert erosion.

Figure 9: One of the recipient households of a water harvesting tank in Kirehe district in Rwanda with the National Coordinator (right) during the evaluation



Photo Credit: (Drake Rukundo, 2024)

103. **In Tanzania**, as documented in the ACC-LVB Project Completion report, the climate change adaptation technologies that were demonstrated focused on water conservation and the number of households that benefitted from them are listed below.

- i. Construction and rehabilitation of boreholes in Ng'yaha village. Three boreholes were drilled, fitted with solar-powered water pumping systems. These are providing year-round water to over 1,500 community members and 1,178 students. In addition, one old borehole was rehabilitated. Water from the boreholes supports two micro-irrigation schemes for various farming activities.
- ii. Installation of rain harvesting system at Busalanga primary school and Ng'haya secondary school.

104. **In Uganda**, the climate change adaptation technologies, specific to water conservation, that were demonstrated along with the number of households that benefitted from them are listed below, according to ACC-LVB Uganda's progress reporting (2021, 2022 and 2023).

- i. Construction of valley dam at Kalungi and Rwobushumi villages were completed and fully operational. These are now able to support 400 households in Kalungi, Kikube and Kwabagoma villages. It was estimated that in Rwobushumi about 1,500 people and 5,000 cows will be reached by this facility. Water user committees are in place to support the management of the sites. The committee members were trained to take up leadership roles in management of the valley tanks.
- ii. Mubende, which is in the cattle corridor, the installation of the valley dam is highly relevant to the cattle-keeping community which was facing long dry spells with limited watering options for both households and livestock. Maintenance of these installations is critical and will require cohesive collaboration between committees and groups overseeing the sites – working with district local government and the ministry. The photos below from the ACC-

LVB completion report 2024, show the status before the valley dam was put in place and at present.

- iii. Two valley tanks that provide water for production and accessed by over 329 households.

Figure 10: Valley Dam in Mubende, Uganda before (left) and after the project (right)



Before ACC-LVB Project

After ACC-LVB Project

Source: ACC-LVB Completion Report 2024

Target 2: At least 200 hectares of climate-smart agriculture at project intervention sites in each Partner State (1000 hectares in total).

105. The table below shows a summary of the area coverage under climate smart agriculture in each partner state as implemented by the ACC-LVB project.

Table 19: Hectares of land under climate smart agricultural practices

Partner State	Hectares of land under climate smart agriculture by the project	Evaluative Assessment
Burundi	A total 260 ha were under climate-smart agriculture as shown below. In Busoni 120 ha covered by contours and Agroforest and 140 ha covered by micro irrigation	Burundi has over the last decade been facing both prolonged dry spells and flooding at the peak of rainy seasons. Adaptation interventions have proved crucial especially macro irrigation and other climate smart agricultural practices. The challenge noted by the evaluation, however, was the need for cost-sharing for small holder farmers to sustain micro-irrigation systems use.
Kenya	A total of 155.5 ha under climate-smart agriculture. 100 ha of land has been used to cultivate orange flesh sweet potato vines as nitrogen fixing tubers. 55 ha of land has been used to cultivate Soya Bean as a drought resistant cash crop. 0.5 ha of land has been used to practice modern poultry farming in Nambale Busia County.	Most of the interventions in Kenya had just been executed and some on-going during the evaluation. Some of these practices are serving a dual purpose of generating household incomes and helping beneficiaries adapt to the adverse effects of climate change.
Rwanda	100 ha of land in Kigarama and Kabeza villages were identified for smart agriculture by planting agro-forestry, especially fruit trees suitable for land and adaptable to the local climate.	It was noted by the evaluation that beneficiaries in Rwanda were keen on protecting the Kirehe water catchment area, well aware of what a healthy ecosystem would mean for their livelihoods.
Uganda	Climate smart agricultural practices were implemented across 126.2 ha in Uganda	Contour ploughing was carried out to curtail water run off alongside other techniques but limited computation of its impact or attribution to change or adaptation not adequately documented.

Source: LVBC: ACC-LVB Synthesis of reporting from Partner states quarterly and annual reports (2021-2023)

106. The photo below shows a greenhouse installed at Ng'haya Secondary School in Magu District in Tanzania. It was noted by the evaluation that interventions located close to a secondary school expanded the visibility of ACC-LVB project, and also expounds on its community impact and coverage

Figure 11: Greenhouse installed at Ng'haya Secondary School in Tanzania



Photo credit: (Drake Rukundo,2024)

Target 3: At least 100 hectares of land restored using an EbA approach at project intervention sites in each Partner State (500 hectares in total). However, the project achieved way beyond this target by investing in EbA technologies that restored 935.6 ha across the basin as shown below.

Table 20: Land Restored Using EbA Technologies Across the Basin

Partner State	Land Restored using EbA approaches
Burundi	257 hectares of agricultural land were rehabilitated through the implementation of climate smart agricultural technologies, such as the construction of contour lines, bioengineering, and planting of multi-purpose agroforestry and fruit trees.
Kenya	- In Busia at Osipata Village a total of 349 ha of land has been restored through planting of bamboo and construction of terraces. - A total 27.5 ha of land was conserved using bamboo as part of riparian conservation in Odiado, Busia County and Siaya County
Rwanda	7.1 ha of gully in Gahara, Kirehe was rehabilitated to minimize flooding and restoration of 150 ha of farmland downstream that (at the time of the evaluation) was being used for cultivation of rice by the local community. - About 100 ha of wetland was restored
Tanzania	As part of the EbA technologies, different varieties of indigenous and exotic tree species were planted in an area covering 55 ha
Uganda	The adoption of EbA approach resulted in 140 ha covered broken down as: woodlots and indigenous tree species in community forests (35 ha) and restored farmland (105 ha)

Source: LVBC: ACC-LVB Synthesis of reporting from Partner states quarterly and annual reports (2021-2023)

It is important to note that in some reporting about this component, there were interchangeable use of restoration and rehabilitation, when in fact, these terms not necessarily hold the same meaning. For land to be restored, it has to be under interventions for rehabilitation – over a considerable amount of time.

107. The evaluation noted a best-practice-transformation in regard to land restoration using EbA approaches, from Burundi, which was able to support communities in Giteranyi to restore degraded land. This was denoted as a best practice because, integration of various EbA approaches were included to ensure land restoration and under each community were both trained, and members provided labour and time to restore the land. The multiplicity of these EbA approaches included contour lines (upper side of the area), boundary hedging (on the lower side towards the lakeside) and pine trees planting to stem wind strength (at the top of the hills), as shown below. Application of these multiple actions proved effective in restoration.

Figure 12: Vegetative Degradation averted using EbA approaches in Burundi



Source: ACC-LVB Completion Report 2024

108. As seen above, approximately 257 ha of agricultural land was rehabilitated through the implementation of climate-smart agricultural technologies such as construction of contour lines, and the planting of 548,000 multipurpose agroforestry and fruit trees.

Evaluative Assessment:

109. **Target 1** was met for most countries. An estimated 205 households (out of a target of 100) in Rwanda benefitted from rainwater harvesting technologies. The construction and rehabilitation of boreholes in Tanzania were estimated to benefit approximately 1,500 people (about 300 households based on an average of 5 people per household in Tanzania⁸). The construction of valley water tanks in Uganda is estimated to benefit approximately 400 households. The installation of boreholes in Kenya are reported to benefit about 205 households. In Burundi, 85 households benefitted from micro-irrigation interventions, 385 from solar powered irrigation scheme in Giteranyi, while 329 households are benefiting from two valley tanks. The project target was 500 households, and the project exceeded this with approximately 1,864 households benefiting from the installation of water conservation technologies.

110. **Target 2** was met in only in one partner country. About 260 ha (out of a target of 200 ha) was under climate-smart agriculture in Burundi using contours, agroforestry, and micro-irrigation. All number of ha under climate-smart agriculture fell short in the other countries. An estimated 155.5 ha were under climate-smart practices in Kenya using modern agricultural and farming practices, and drought-resistant crops. In Uganda, 126.6 ha were reported to be under climate-smart practices such as contour bunds and agroforestry. In Rwanda, 100 ha was identified for agroforestry practices, including the planting of fruit trees adaptable to the local climate. Three greenhouses were constructed in Tanzania, but it is unclear the number of ha that were impacted. A total of 642 hectares were under climate-smart agriculture, out of target of 2,000 ha.

111. **Target 3** was met for some partner countries. In Burundi, 257 ha were restored (out of a target of 100 ha) using contour lines, bioengineering, and planting of multi-purpose agroforestry and fruit trees. In Kenya, about 377 ha were restored through the planting of bamboo and construction of terraces. According to the Kenya National Coordinator, installing EbA approaches

⁸ <https://population.un.org/household/#/countries/>

at a site close to a secondary school expands both the visibility of ACC-LVB project but also expounded on its community impact and coverage. In Rwanda, 100 ha of wetland were restored. According to the Rwanda National Coordinator, activities in wetlands are outlawed in Rwanda and hence, there is a need to help communities near them, so they are supported to obtain alternative sources of livelihood. In Uganda, 140 ha were restored using EbA approaches of woodlots and planning of indigenous trees. In Tanzania, as part of the EbA technologies, different varieties of indigenous and exotic tree species were planted in an area covering 55 ha. Other interventions included establishment of tree nurseries.

112. The overall success of technologies piloted under the ACC-LVB project in the partner states hinged most on the appropriateness in design and selection of sites in areas most prone/vulnerable to climate change. The evaluation faced a challenge of summing up the contribution made by countries to tally with the records of LVBC's ACC-LVB completion report. It is possible that in some instances partner states reported cumulative figures starting from when the project began to the time of reporting and others did not.

OUTCOME 4: Regional resilience to climate change promoted through innovative, community-based projects

Output 4.1.1 Small-scale projects funded to promote innovative approaches to climate change adaptation

Target: At least four (4) small scale projects that promote innovative approaches to climate change sites funded at intervention in each partner state

113. **In Burundi**, small-scale projects that promoted innovative approaches to climate change were implemented in two districts. The table below presents the projects funded at intervention sites along with the number of beneficiaries reached.

Table 21: Small-Grants Projects implemented in Burundi

Location	Project	Project description (innovative approach to climate change adaptation)	Number of beneficiaries
Busoni in Kirundo		Total 678 (334M and 344F)	
Rwibikara	Poultry project	Provision of alternative livelihood options and use of project manure for farm organic fertilizer. The rabbit rearing initiative was implemented in a women's group	Total 23 (8 M, 15 F)
Ruheha	Poultry project		Total 162 (75 M, 87 W)
Gatete	Piggery and Rabbits farming		Total 52 (15 M, 37 F)
Murama	Beekeeping	Bees critical to crop pollination and sustaining drought-resistant trees. Also provided honey – a highly demanded product with high income returns for beneficiaries	Total 26 members (7 M, 19 F)
Kivo	Beekeeping		Total 33 (19 M, 14 F)
Munazi	Beekeeping		Total 332 (192 M, 140 F)
Nyagisozi	Goat Farming	Provision of alternative livelihood options and use of project manure for farm organic fertilizer	Total 50 (18 M, 32 F)
Murambi	Goat farming		Total 26 (7 M, 19 F)
Giteranyi in Muyinga		Total 309 (127 M,182 F)	
Rubenga	Poultry project	Household income	Total 55 (32 M, 23 F)
Kayove	Beekeeping	Alternative income generating project for beneficiaries	Total 53 (29 M, 24 F)
Kabira	Goat farming	Provision of household income	62 (all Female)
Nzove	Cage fish farming	Offers a better conserving health ecosystem protection saving fishing in wetlands	Total 50 (32 M,18 F)

Location	Project	Project description (innovative approach to climate change adaptation)	Number of beneficiaries
Giteranyi	Agro-processing and livestock processing unit	Alternative income generating project for beneficiaries	Total 63 (36 M, 27 F)
Total	13 projects		883 (male, female) beneficiaries

114. In addition, the project installed 1,200 cookstoves in households to reduce deforestation and improve energy efficiency and constructed three fish drying kilns in Busoni and Giteranyi, reducing post-harvest losses and enhancing fish quality. Below, on the left, is a photograph of the Kiln that is being used for fish drying and eventual preservation. On the right is the agro-processing equipment installed and now being used by project beneficiaries.

Figure 13: Fish drying Kiln (left) and milling plant (right) as shown by the Burundi National Coordinator (far right)



Photo source: Drake Rukundo (2024)

The local fishing cooperative in Busoni and Giteranyi that benefitted from the fish drying kiln (shown on the left photo above, had by the time of evaluation supported households to build improved fish-drying stoves at a fee. As early beneficiaries, they had learned the craft from the project where up to 1,200 improved cooking stoves had been installed in households. The fee charged depended on the size, quality and location of the household, but no presents an opportunity for the cooperative to generate income to sustain its operational costs.

Table 22: Small Grants Projects Implemented in Kenya

Name of Group (that implemented the interventions)	Location	Project Description (innovative approach to climate change adaptation)	Number of beneficiaries
Western Folks CBO	Busia County	- Construction and supply of 70 bee hives and honey processing equipment - Ecosystem Restoration of Odiado Hills in Busia where 3,000 (2ha) assorted fruit trees seedling, 2,000 (5ha) bamboo seedling were planted	110 members (50 women, 60 men)
WECESO CBO	Siaya County	55 farmers supported with soya bean seeds - Training provided for 60 farmers on soya bean production and management - Training of 30 farmers on modern bee keeping technology. - Supported the group to do riparian conservation of River Ndati through planting of 3000 bamboo seedling. Supported sustainable land management practices where construction of on farm terraces ongoing with 7.1 km (32.8 hectares) of terraces constructed. - Drilling and equipping of 1 borehole at Kahoya Primary School	523 (199 men, 324 women)
Kanyibok Youth Group	Siaya County	4 fish cages stocked with 8000 fingerlings and fish feed for the first circle	30 Youths (12 male, 18 female)

Name of Group (that implemented the interventions)	Location	Project Description (innovative approach to climate change adaptation)	Number of beneficiaries
		- o Riparian conservation (5ha) through planting of 2000 seedling of bamboo along the shores of Lake Victoria in Yimbo - o 6 Greenhouses for Capsicum production - o Irrigated using 3 portable solar powered water pumping system (solar wheelbarrow) - o Poultry production through purchase of 4 solar powered hatcheries of 176 eggs capacity. - o Trained 30 farmers on sustainable poultry production and fish cage farming	
DALA RIEKO CBO	Siaya County	- o 6.2km (21 hectares) of terraces has been constructed - o Planting of 4,000 seedlings of bamboo along the shores of Lake Victoria and Pap Otere ecosystem - o Supporting open irrigation using 4 portable solar powered water pumping system (solar wheelbarrow) - o Supported the purchase of 6 solar powered hatcheries - o Trained 60 farmers on sustainable agricultural practices especially cultivation of orange fresh potato vines - o 100 farmers supported with 4 bags each of sweet potato vines	220 farmers (70 members and 150 female)
Rona Foundation	Siaya County	- o Two Greenhouses for Capsicum production - o Irrigation using 1 portable solar powered water pumping system (solar wheelbarrow)	
Total	11 projects		883 (341 m, 542 f) beneficiaries

116. In Rwanda, 17 out of 20 small scale projects that promoted innovative approaches to climate change (that received grant funding) were operational at the time of the evaluation.

Table 23: Small Grants Projects Implemented in Rwanda

Location	Project Description	No. of Beneficiaries
Kirehe District	10 Agricultural projects (chili, maize, beans, vegetables and fruits)	- o 60 people representing community groups were trained at a workshop on animal husbandry, hair dressing and food crop farming away from the water catchment (as per the target) - o 108 (representing 3 from each 36 groups) were trained on water conservation and group financial and social cohesion management. This was out of a target of 100.
	4 Livestock projects (goat farming, pig farming)	
	3 off-farm projects (hair dressing and tailoring)	
Total	17 Projects operational	

117. In Tanzania, 16 projects small-scale sub-projects that promoted innovative approaches to climate change were implemented as shown in the table below:

Table 24: Small Grants Projects Implemented in Tanzania

Location	Sub-Project	Project description (innovative approach to climate change adaptation)
Ng'haya village in Magu District	1. Apiculture	Support to livelihoods while expanding bee pollination around the farming eco-system
	2. Beef cattle fattening	Support to livelihoods as alternative to practices that would hitherto deplete the eco-system
	3. Small ruminant rearing (pigs)	Support to livelihoods as alternative to practices that would hitherto deplete the eco-system
	4. Small ruminant rearing (sheep)	Support to livelihoods as alternative to practices that would hitherto deplete the eco-system
	5. Poultry keeping	Support to livelihoods as alternative to practices that would hitherto deplete the eco-system
	6. Climate smart production of sunflower, cassava, chickpea, green gram and maize	Climate smart agricultural practices
	7. Micro-irrigation for rice farming	Development of Supplementary micro-irrigation for rice farming intensification and off-season climate smart gardens
	8. Three Green houses	Innovative green-house technology and garden farming techniques
	9. Piloted EbA agro-forestry practices Fruit and timber trees planting	Conservation and livelihood support initiatives
	10. Rice milling	Climate smart agriculture
Mbiti	11. Two boreholes rehabilitated	Irrigation and domestic water use
Sekouture	12. Two Green houses	Innovative green-house technology and garden farming techniques
	13. Borehole rehabilitation	Irrigation and domestic water use
	14. Climate smart micro-irrigation	Irrigation and domestic water use
Busalanga Primary School and Ng'haya Secondary School	15. Drilling and construction of three (3) new boreholes	Rainwater harvesting and domestic water use
	16. Installation of rainwater harvesting system using solar driven water pumps	Rainwater harvesting and domestic water use
In addition, it is important to note that was an organized study tour to the project beneficiaries from Ng'haya village to visit Mwamapuli irrigation scheme in Igunga district, Tabora region.		

Source: Computations and citation from Tanzania Quarterly reporting to LVBC (2021-2022)

118. In Uganda, 22 small-scale projects that promoted innovative approaches to climate change we implemented as shown below

Table 25: Small Grants Projects Implemented in Uganda

Location	Project	Project description (innovative approach to climate change adaptation)
Buyaga Rural Environmental conservation initiative	Constructed 272 household cookstoves out of a target of 250	Energy conservation
	Planted 10,000 fruit trees (mangoes and citrus and indigenous trees) covering 76.5 hectares	Nitrogen fixing plants that boost soil health while contributing to food security and nutrition
	Established nursery bed with 1,000 mango seeds and 500 Mituba and 450 citrus seeds potted for replacement of withered tree seedlings	Nitrogen fixing plants that boost soil health while contributing to food security and nutrition
	Raised 3,000 coffee and 2,000 cocoa seedlings – some given out to community members and the Buyaga Catholic church for planting	Increase in household income as alternative source of livelihood (to exploiting and degradation of natural resources)

Location	Project	Project description (innovative approach to climate change adaptation)
Nkoma Tutambulire Wamu Group	Maintained contour bands covering 40 acres out of 53 acres established in 20 beneficiary farmlands	Soil health
	Installed at 20 beneficiary houses – 20 rain-harvest tanks of 5,000 liters each	Water conservation
	Planted 10,000 tree seedlings (namely per type: 4,000 Musizi, 4,000 Terminalia, and 2,000 Calliandra)	Afforestation
Abagahe Kweterana Farmers Group	Planted 1,875 drought resistant banana suckers covering 4 ha in Kalungi Village	Climate smart agricultural practices but as a means to increase food security
	Established 43 acres of contour bands and desilted 25 acres of contour bunds	Soil health
	Planted 5,655 tree seedlings covering 45 acres of farmland and installed 5 household rainwater harvesting tanks	Rainwater harvesting
	Established apiary with 50 lungthoth bee hives (so far harvested 7,000 grams of honey)	Increase in household income as alternative source of livelihood (to exploiting and degradation of natural resources)
	Installed 95 concrete pillars along the riverbanks of River Nabakazzi in Mubende district with support of the District Environment and Natural Resource Office.	Catchment protection
Kalungi Women Group	Established 37 ha of contour bunds	Soil health
	Installed 13 household rainwater harvesting tanks benefitting over 150 community members	Water conservation
	Desilted 31 ha of contour bunds and the process on-going	Soil health
	Planted 37,000 trees covering 30 acres of land	Afforestation
	Installed 50 concrete pillars along the riverbanks of River Nabakazzi and by Abagahe Kweterana Farmers Group	Catchment protection
Rwobushumi Women's Group	Planted 1,000 drought resistant banana suckers	
	Established a banana demonstration farm show-casing soil and water conservation practices	Soil and water conservation
	Installed for 20 household beneficiaries – 20 rain harvest tanks of 5,000 ltr capacity each	Water conservation
	Reached 140 community members and carried out maintenance works and desilting of 5 hectares of contour bunds and Zai pits	Soil health
	Planted 1,600 fruit trees covering 20 ha	Nitrogen fixing plants that boost soil health while contributing to food security and nutrition
Total	22 projects	

Source: Synthesis of reporting from Partner states quarterly and annual reports

119. Evaluative Assessment: The number of small-scale projects implemented in each country greatly exceeded the Output indicator target of at least 4 per country. In Burundi there were 13, in Kenya 11, in Rwanda 17, in Tanzania 6, and in Uganda 22. Overall, the small-grants aspect was the highlight and best achieved aspect of the ACC-LVB project. The small grants made a positive economic contribution to households through boosting their livelihoods and incomes.

As an example, in Burundi, a local fishing cooperative that was supposed with improved fish smoking and drying equipment invested in a procurement of a van (shown in picture below) to see on transport costs of fish to the nearby markets at a tune of BRF 12 million. Using this van, the cooperative has been able to fetch double the profit compared to selling fish to middlemen. It is important to note that while this van was not purchased directly from the grant, the grant and other technical support contributed to their financial profile and catalysed their investment in the fish business.

Figure 14: Cooperative Members and the Van they purchased for transporting fish to towns and cities in Burundi



Photo credit: Drake Rukundo (2024)

120. Owing to the fact that the grants were designed by beneficiaries themselves, it generated a high level of ownership and a motivation to conduct CCA interventions as well. This is testament to the high potential and high livelihood of their sustainability in the medium and long term.

OUTCOME 5: Improved knowledge management frameworks for the collection and maintenance of regional knowledge in transboundary water catchment management and climate change adaptation practices

Output 5.1 A forum established to promote the collaboration of research initiatives across the Lake Victoria Basin, with a focus on adaptation to climate change

Target: By the end of the project, a forum to be established on research initiatives in LVB

121. LVBC established an inter-disciplinary research forum with membership from partner states and other experts in the region. Partner state representatives include staff from the various ministries (with the mandate of mainly: water, environment, natural resources, and agriculture). Experts include staff from regional organizations such as IGAD Climate Prediction & Applications Centre, Nile Basin Initiative Secretariat, the East African Science and Technology Commission, and LVBC. Other members include university professors, independent researchers and journalists. They represented experts in sustainability, terrestrial and aquatic ecology, and climate and earth science.

122. The LVBC hosted a Regional Researchers' Forum Workshop on 4-5 May 2023 in Uganda. Workshop participants discussed and identified some of the most critical research areas to tackle climate change in the LVB region. These included: (i) Ecosystem structures and processes; (ii) Human impact on ecosystems, (iii) Socio-ecological systems; (iv) Methods and infrastructure for research; and (v) Policy, institutional, and financing frameworks. Workshop participants agreed to the creation the regional Researchers Forum Core Group (RFCGJ comprising of one member from each Partner State and one representative of EAC institutions and other institutional partners to Report of the ACC-LVB Regional Researchers' Forum to spearhead the day-to-day regional coordination and activities of the forum on voluntary basis. The Forum and the RFCGJ exist but require resources to have work started.

123. The evaluation noted that the technical leadership of the ACC-LVB Regional Researchers' Forum should be incorporated as part of the Climate Change Technical Working Group (CCTWG) membership. At that level they could guide on strategic research that needs to be undertaken for LVB transboundary water resources management and other key fields of study that may emerge.

Output 5.2 Awareness-raising campaign to share lessons learned with stakeholders, ranging from policy and decision-makers to vulnerable communities in the Lake Victoria Basin

Target At least 2 exhibitions to showcase the successful regional and community-based approaches to climate change adaptation demonstrated through the project

124. According to LVBC reports, exhibition materials, and photographs, the project implemented the following initiatives to communicate the project intent, progress and results to stakeholders:

- i. A communication strategy that was approved in April 2020 that elaborated on communication not just among the project oversight but with beneficiaries
- ii. Raising visibility by producing programs on video and audio for local and international media channels e.g. Climate Home News Website, LVBC and UNEP websites, radio and TV stations in partner states
- iii. Production of forty (40) project related bulletins and articles highlighting ACC-LVB project interventions/achievements that we produced and disseminated including agro-invisibility in social media handles
- iv. The project undertook outreaches that included community exchange visits that were carried out in partner states to create awareness and promote know-how on transboundary water catchment management and climate change adaptation

125. LVBC leverages its visibility and its clout in the region to sustain communication with partner states and with UNEP throughout the project. To communicate and keep engaged with stakeholders, the project established the Lake Victoria Basin Regional Media Network that comprises of journalists from various media houses. This has enabled the project to showcase its work through media platforms (TV, Radio, and newspapers) in the partner states. Other events and activities that occurred to enhance stakeholder communication included:

- i. Mara Day celebrations held in September 2021, 2022, and 2023
- ii. 5th Edition of the East African Community Arts and Culture Festival
- iii. Jumuiya ya Africa Mashariki Utamuduni Festival (JAMAFEST) in Bujumbura Burundi September 2022
- iv. Conference of Parties (COP 27) in Egypt in November 2022
- v. EAC Micro, Small and Medium Enterprises (MSMEs) Trade Fair in Kampala Uganda December 2022
- vi. Africa Climate Week and Summit, September 2023, Nairobi Kenya
- vii. Distribution of 600 branded T-shirts, and caps
- viii. ACC-LVB document folders, Project Fact Sheets, Brochures, Roll-up banners and branded woven bags

Rating for Availability of Outputs: Satisfactory

5.4.2 Achievement of Outcomes

126. This sub-section presents the extent to which ACC-LVB project achieved its intended outcomes under the various project components.

Outcome 1: Strengthened institutional and technical capacity of each country and regionally to integrate climate resilience into transboundary water catchment management

Outcome Indicator 1.1 Strengthened institutional and technical capacity to integrate climate resilience into trans boundary water catchment management

Target 1.1.1 By the end of the project, at **least 20 staff** (of which at least 50% are women) trained on climate change adaptation and water catchment management during regional workshops

127. The project contributed to strengthening the institutional and technical capacity of the region to integrate climate resilience into transboundary water catchment management. This was accomplished through the various trainings mentioned in the Outputs section. The project exceeded the number of targeted national and regional staff.

128. **At the regional level**, three training sessions were held and attended by a total of 67 participants from relevant regional institutions and partner states government ministries and agencies. **At national level**, 110 staff responsible for transboundary water catchment and climate change adaptation in their respective countries were trained. However, the gender target was not met, as only 40% and 45% of regional and national participants, respectively, were women. This is mainly because there weren't sufficient women at the national and regional level staff composition to participate in the training.

129. An evaluative note from synthesis of views of respondents who participated in these works noted that most staff from member states that attended the training sessions hold highly technical positions with pressing responsibilities that for some, may not permit time and dedication to hand-down training received to the community level. Respondents to this evaluation observed that targeting of participants in these trainings could have prioritized staff on longer term contract with the ministries, departments and agencies or those who would later be assigned to roles of taking down this training as Trainers of Trainees (ToTs) to communities.

130. The project supported partner states to map catchments, identify climate impacts, and plan for adaptation interventions at state and basin-wide levels. The capacity was built for officials from:

- i. Lake Victoria Basin Commission
- ii. Ministry of Environment – from the Burundian Office for Environmental Protection (OBPE) Ministry of Environment and Forestry, in Kenya
- iii. Rwanda's Ministry of Environment and from Rwanda Meteorology Agency,
- iv. Office of the Vice President's office, Ministry of Foreign Affairs, Ministry of Agriculture in Tanzania
- v. Ministry of Water and Environment in Uganda, as well as Uganda Meteorological Authority

Target 1.1.2 By the end of the project at least **100 staff** (of which at least 50% are women) trained on climate change adaptation and water catchment management during national workshops

131. According to the project completion report, a total of 110 representatives of national institutions responsible for transboundary water catchment management and climate change adaptation were trained during national workshops. This includes 45% female participation.

132. In order to ensure that there was a mechanism to engage stakeholders in the partner states around the focus of the ACC-LVB project, the project established East Africa Community Climate Change Technical Working Group (EAC CCTWG). This technical working group was set up with the objective of sustaining a collaborative climate resilient approach to transboundary water catchment management. It constituted a diverse group of climate change and water management experts from the partner countries, including from the Ministries of Environment, regional organizations, universities, and research institutions.

133. As a result of the travel restrictions that were imposed during the COVID-19 pandemic, the CCTWG met 3 times during the project timeframe, which fell short of the Outcome indicator target of 2 meetings per year.

134. During these meetings, the group discussed the importance of climate-smart agriculture, ecosystem-based adaptation approaches, and improved water management techniques to enhance resilience in the transboundary catchments. Furthermore, the CCTWG facilitated knowledge sharing and coordination among Partner States to ensure that climate information,

such as future climate projections and observed climate patterns, is effectively communicated to policymakers and local communities.

135. The evaluative assessment of this component denoted three aspects:
- i. The composition of the CCTWG could be realigned basing on the elements of the project and the LVBC could specify the positions, or expertise with a clearer criterion of who should represent a Partner State to this forum. At present it is up to the discretion of partner states to nominate a representative.
 - ii. Under component 5 the research forum that was created as part of this project, could have representation on the CCTWG and guide on technical works or research in transboundary water resources management that would be required for LVB

136. CCTWG could continue to sit under the auspices of LVBC and continue to serve the partner states (even after the project life). At present it has not been able to sit since the closure of the project in August 2023.

Outcome 1: Strengthening Institutional Capacity at regional and national level was achieved but fell short of meeting the gender target for number of female trainees.

Outcome 2: Improved delivery of accurate and timely climate information to regional and national policy makers, technical officers and local communities

Outcome Indicator 2.1 Relevant threat and hazard information generated and disseminated to stakeholders on a timely basis.

Target 2.1.1 By the end of the project, policy- and decision-makers in each pilot country receive down-scaled national climate information every quarter.

137. The ACCLVB project recognized the importance of producing and disseminating of information on climate variability based on accurate real time climate/weather data. As a result, climate/weather information packages were disseminated, however, there wasn't any record to support that this information was provided every quarter to each of the partner states. This was in order to enable targeted communities in LVB to make climate-informed decisions and take appropriate actions for short, medium and long-term planning.

138. The project enhanced capacity for weather forecasting particularly downscaling regional climate information at national and sub-national levels. The evaluation noted that series of training that were held under Component 1 with the CCTWG, helped to build the capacity of regional and partner county staff. This aided them effectively to guide on delivering tailored climate information packages to community level. However, it was not evident from analyses done, by this evaluation, that this done every quarter.

Target 2.1.2 By the end of the project, local communities in the project interventions sites receive tailored climate information packages.

139. The evaluation noted the following evidence of the dissemination of climate information to local communities in the selected project sites and the extent of its use:

- i. In Burundi, 300 community members were trained in the interpretation and application of weather information. Project documentation reports that local communities received climate information via community meetings and radio talk shows.
- ii. In Kenya, 16 community climate monitors (50% of whom were women) were trained on data collection and transmission. The training enhanced their capacity to receive analyse and support in dissemination of operational and interoperable metadata flows from weather stations that were installed in Busia County.

- iii. In Rwanda, 400 project beneficiaries were trained on accessibility and application of weather and climate information with SMS alerts issued by Rwanda Meteorological Agency to community farmers.
- iv. In Tanzania, training was conducted in 2023, for 25 experts (45% of whom were women) and a booklet disseminated on interpretation, dissemination and application of climate and weather information. It was distributed to local communities in Ng'haya in Magu district.
- v. In Uganda, climate outlook forums were formed and in 2023 and early 2024 reached out to communities (including using radio programs) with climatic and weather forecast data.

140. The following key outcomes were observed by the evaluation:

- i. **Data:** The project was able to generate basin-wide climate observatory data and cascade it to national context. This strategy would help to eventually guide transboundary interventions that may be required at either regional or partner state level. This approach was to support all interested stakeholders (regional and national) to anticipate and manage climate risks, should they occur as a result of the changing and variable weather patterns.
- ii. **Scenarios:** Regional climate scenarios were downscaled to national and sub-national levels in the LVB for: i) observed climatic characteristics, ii) projected future climate extremes and iii) future climate change projections over the LVB.
- iii. **Policy briefs:** Data in the information packs was synthesized into policy briefs targeting policy makers with easy-to-read summaries. However, the evaluation was not able to obtain copies of these as provided to or by partner states.

141. However, the evaluation noted that for most communities, the information that was received provided indicative weather patterns over 2-3-year period, yet their expectation or desire was to obtain information of the immediate planting season. It was only in Rwanda that Rwanda Meteorological Agency issued SMS alerts for farmers on seasonal weather patterns. This is an aspect that similar projects in the future can address, using the Rwanda's experience in this regard.

Outcome 2: Delivery of climate information to regional and national policy makers, technical officers and local communities **was partially achieved**

Outcome 3: Communities in each of the five partner countries adopt and implement climate change adaptation technologies to reduce their vulnerability to climate change

Outcome Indicator 3.1 Natural assets protected or rehabilitated

Target 3.1.1 At least **1,000ha of agricultural land** rehabilitated through climate-smart agriculture (200ha at project intervention sites in each of the five Partner States).

142. According to the project's completion report, the piloting of climate-smart technologies and practices enhanced the resilience of agro-pastoral communities in 1,350 ha in project sites across the partner states.

Target 3.1.2 At least **500ha of woodland** rehabilitated using an EbA approach (100ha at project intervention sites in each of the five Partner States).

143. The ACC-LVB project supported efforts that led to the rehabilitation of **541.7 ha** across the five partner states.

144. By reading the progress reports on how the computation (of land restored/rehabilitated) was arrived at, it is notable that various approaches were used by various households as EbA approaches. Some of these practices were not necessarily abandoned for the EbA approach – as they remained effective. For instance, contour lines, terracing, use of tree fencing using bamboo were used on multiple sites and hence it was difficult to attribute land restored to a unique EbA approach. While the approach helped to rehabilitate most-at-risk land sections, it would be

erroneous to presuppose that all the rehabilitation was based on the EbA approach – but rather a combination with other approaches that the project.

Indicator 3.2 Number of people practicing climate change adaptation technologies.

Target 3.2.1 At least **500 people** (100 per intervention site) are practicing climate change adaptation technologies

145. Overall, the project supported, from a computation from cumulative count of beneficiaries from all partner state reports, a total of **17,268 persons in over 2,878 households who were able to learn and apply climate change adaptation technologies** – mostly in crop and livestock farming. By so doing, these technologies provided a dual benefit. On the one hand, they increased the farm productivities and incomes of beneficiaries; and on the other hand, they contributed to climate resilience by protecting the ecosystems around the LVB–albeit on a small scale.

146. The evaluation noted the following, to better illustrate the outcome of these applications of these technologies. The evaluation noted three key outcomes from the interventions that were made in communities to adopt and implement climate change adaptation technologies to reduce their vulnerability to climate change:

- i. **Restoration of eco-system health:** Due to interventions in Ng'haya village of Magu District (Project site in Tanzania) there is a demonstrable change in the health of the eco-system in the catchment of Simiyu River that drains into the Lake Victoria due to curtailed silting and planting away from riverbanks. Another outcome is what is depicted in the pictorial below where a deep gully that had extend to over 1.7 km of stretch was rehabilitated in Kirehe Rwanda, paving way for a smooth water flow upstream.

Figure 15: Gully Repair in Kirehe Rwanda (with the deep gully before) and repair (after) the project



Before the project - the deep gully

Source: ACC-LVB Completion Report 2024



After the project - gully repair

- ii. **Training was offered to extension officers who received tailored climate change adaptation training as ToTs.** Some of these extension workers were supported in conducting various training sessions with local community beneficiaries. These sessions included: use of adaptation technologies, water conservation practices, climate-smart agricultural techniques, and EbA. These extension service workers will utilize this knowledge way past the project and compose the local capacity needed to guide – in case a scale-up phase for similar project is implemented.
- iii. **Contribution to clean and renewable energy options.** The ACC LVB project used solar powered incubators (hatcheries) for community groups in Kenya and Burundi. These offered a range of advantages that make them efficient and eco-friendly solutions for poultry farmers. Using green-houses – especially one used that was set up in Tanzania exposed the community to the importance of water conservation while farming.



Photo source: Drake Rukundo (2024)

147. Most of the technologies that were piloted by the project were still at the trial stage but successfully demonstrated the potential to be effective tools for climate change adaptation work in the LVB in the future.

Outcome 3: Communities to adopt and implement climate change adaptation technologies was achieved.

Outcome 4: The five countries endorse regional resilience to climate change as a result of innovative community-based projects.

Outcome Indicator 4.1 Number of beneficiaries of small-scale community-based projects.

Target 4.1.1 At least 1000 people (200 per intervention site) benefit from small-scale community-based projects

148. Overall, 6,023 people were reached through a total of 56 community-based sub-projects in the five partner states. These were supported under interventions supported through small grants provided directly to communities. These beneficiaries included 49% female and spread over 2,901 households across the LVB. Small grants were successful in providing the needed and target resources purposed to execute community-based adaptation initiatives. This was evidenced in the following ways:

- i. A high level of ownership that was made possible by communities designing the small grants project themselves – providing a high level of relevance to their local needs and context. This enables responses to climate change adaptation become relate-able to the contexts in which beneficiaries resided.
- ii. Provision of alternatives to practices that hitherto were destroying the ecosystems – and along the way, enhancing the beneficiaries' personal incomes. In Kenya, for instance, various communities were engaged in production of chics from hatcheries, production of honey under apiary projects, tailoring and embroidery centres among other business enterprises.

However, the evaluation noted that there will more capacity building required for community-based groups on book-keeping and feasible trading options. Most groups met during the evaluation could not, with precision, state the viability of the enterprises they had set-up – and what that would mean for members- from an economic perspective (for their livelihoods) and the net positive impact from protected eco-systems.

- iii. Enhanced knowledge of climate change adaptation – that will stay with beneficiaries' practices, way after the ACC-LVB project came to an end. In Rwanda, for instance, 143 community animators, extension officers and community members trained in Rwanda. They supported rehabilitation of the land areas that was destroyed by rainwater run-off with construction of contour barriers and other soil health techniques" as mentioned by the National Coordinator, Rwanda. These will have this knowledge and apply in other ways – as a positive spillover effect of the project.

149. **Evaluative Assessment:** Small-grants were a highlight of the ACC-LVB project. These grants (albeit small in value) were successful in drawing the link with beneficiaries' work on climate change adaptation to their livelihoods – an aspect that kept community members engaged, benefiting and enthusiastic about the project.

Outcome 4: Endorse regional resilience to climate change as a result of innovative community-based projects was **achieved**

Outcome 5: Lake Victoria Basin countries can better collect and maintain regional knowledge in transboundary water catchment management and climate change adaptation practices as a result of improved knowledge management frameworks

Outcome Indicator 5.1 No. of news outlets in the local press and media that have covered climate change adaptation in relation to transboundary water catchment management in LVB.

Target 5.1.1 At least 15 news outlets in the local press and media that have covered climate change adaptation in relation to transboundary water catchment management in the LVB.

150. The ACC-LVB supported knowledge management with extensive media coverage through production of more than **40 bulletins** showcasing ACC-LVB project events/interventions and broadcasting in various media channels across the partner states.

151. Awareness has been raised on the adverse effects of climate change through the dissemination of various information packages, shows, fares and exhibitions, all as part of the effort to implement the project communication strategy and plan launched in April 2020.

152. In addition, ACC-LVB project established as a collaboration platform to facilitate research initiatives throughout across the Lake Victoria Basin, with a focus on adaptation to climate change. At the time of the evaluation, it had been just set up and yet to release any definitive research outputs.

153. **Evaluative assessment:** While there were events held that showcased innovative adaptation technologies promoted by ACC-LVB project from the five partner States, it would have been more impactful had there been more resources for organize these events in all the states in a rotational basis. That would have provided partner states broader opportunities for peer-to-peer learning and sharing of experiences.

Outcome 5: Improved knowledge management frameworks was **achieved**

Showcasing some community interventions in the partner states for Climate Change Adaptation

The evaluator (middle) at a project site in Tanzania where the intervention included an irrigation project for farmers that faced severe droughts. Under the project, this water facility was set up for regularized water flow with a buffer and control system aimed to supply water on a needs-based and fit-to-purpose modular.



In Rwanda, the project helped groups whose membership pooled resources to herd goats and aim to soon bring to a commercial scale.

Tree Nursery Operation in Busia, Kenya where community group members have assembled over 42 different tree varieties and are now aiming to propagate more for commercial sale within the district.



At the peak of the 2021 drought, over 43 cattle had died due to dehydration and pasture failure in Mubende, Uganda. As a result of the ACC-LVB, cattle keepers have an opportunity to jointly utilize, at a minimum user fee of UGX 5,000. This fee helps the user committee sustain the facility, maintain its security and weed off its watershed.

Table 26: Assessment of Achievement at Outcome Level

Outcomes	Target	Evidence of Achievement	% Achieved
Outcome 1: Strengthened institutional and technical capacity of each country and regionally to integrate climate resilience into transboundary water catchment management.	20 staff (50% of which were to be women) trained at the regional level	67 staff (40% female) from relevant regional institutions and state institutions. This approach enhanced cooperation among government officials in the partner states, promote basin-wide/transboundary and inclusive management of water resources with the technical information generated.	335% (Gender target not achieved)
	100 staff (50%) women trained on CCA and water catchment management at national level	109 staff (45% females) trained as representatives of national institutions.	110% (Gender target not achieved)
Outcome 2: Improved delivery of accurate and timely climate information to regional and national policy makers, technical officers and local communities	Policy and decision-makers in the five countries to receive downscaled national climate information every quarter (from ICPAC, FEWSNET, and RCMRD)	Working with ICPAC, FEWSNET, and RCMRD, the project provided observed climatic characteristics that was disaggregated at the partner state level. Climate/weather information packages were disseminated in a timely and locally relevant and accessible format in order to enable targeted communities in LVB make climate-informed decisions and take appropriate actions for short- medium- and long-term planning.	100% (target achieved)
	Local communities in the intervention areas to receive tailored climate information packages	As a result of the project 2 synoptic weather stations in Kenya; 3 rain gauges installed and 2 computers and printer distributed in Tanzania, 15 smart phones and 2 computers distributed to IGEBU national institution responsible for training, collecting and distributing climate information in Burundi. These supported to collect, and document observed climatic characteristics at partner state level and to LBVC. However, the evaluation it was too early for communities to demonstrate (after just a few years) with illustrative examples that the information had informed appropriate actions that enhanced resilience to the impacts of weather and climate change and variability affecting the LVB.	Performance rating not definitive as there wasn't a quantified target for this outcome (target partially achieved)
Outcome 3: Communities in each of the five partner countries adopt and implement climate change adaptation technologies to reduce their vulnerability to climate change.	1,000 ha of agricultural land (rehabilitated through CSA interventions).	The evaluation noted that various approaches were different by different communities in the different partner states – depending on the suitability of the approach – in achieving the levels of restoration and rehabilitation that had been planned. It would have therefore been better if reporting per country detailed the technology/modular used per location during rehabilitation alongside reporting on hectares restored. In terms of performance, 1,350 ha were rehabilitated above the 1000 ha planned.	135% (target achieved)
	500 ha of woodland rehabilitated using and EbA approach	Over the course of the project, the ecosystems-based adaptation was used as an approach to reduce vulnerability to climate change – particularly to restore degraded land. Using a series of approaches ranging from contour ploughing, terracing, run-water abstraction using trenching among others, about 735ha that had been degraded was rehabilitated out of the	145% (target achieved)

Outcomes	Target	Evidence of Achievement	% Achieved
		targeted 500ha. However, it was not clear cut (for the evaluator), on how the land area rehabilitated was computed specifically with the EbA approach since multiple approaches were used in various contexts.	
	500 people to whom CCA technologies were introduced.	17,268 people in 2, 878 households were introduced to and supported to adopt CCA technologies	3,453% (target achieved)
Outcome 4: The five countries endorse regional resilience to climate change as a result of innovative community-based projects.	1,000 people (200 per country) benefiting from small scale community-based projects	Communities were able to implement own small-grants and use the resources to test-out local climate smart innovations in their local contexts with a quest to better adapt to climate shocks. On the other hand, community-level beneficiaries were able to advance their livelihoods through the implementation of income generating initiatives. Implemented by 56 community-based sub-projects across the partner states, small grants directly benefitted 6,023 persons (49% female in 2,901HHs)	602% (target achieved)
Outcome 5: The Lake Victoria Basin countries can better collect and maintain regional knowledge in transboundary water catchment management and climate change adaptation practices as a result of improved knowledge management frameworks	At least 15 new outlets in the local press and media covering CCA in relation transboundary water catchment management in the Lake Victoria Basin	In September 2023 in Nairobi, Kenya show, ACC-LVB project distributed 400 ACC-LVB document Folders; 400 Project Fact Sheets; 200 Project; 600 ACC-LVB branded Polo T-shirts; 100 ACC-LVB branded woven bags and 600 ACC-LVB branded caps. These materials were distributed as part of the awareness raising campaign and enhancing of project visibility.	266.6% (target achieved)
Overall performance			514.6%

Rating for Achievement of Project Outcomes: Satisfactory

5.4.3 Likelihood of Impact

154. As was presented in the Theory of Change at evaluation, the envisioned long-term impact of the project was 'a climate-resilient Lake Victoria basin'. Under *Intermediate State 1 (causal pathway 1)*: Outcomes 1, 4 and 5 contributed to the realization of the first Intermediate State. To achieve Outcome 1, capacity was built through training sessions that were held with representatives (both institutional and technical) at regional and national levels on climate change adaptation. This capacity will continue to positively impact the basin even after the project's life. Under Output (2) the training was expanded to reach the private sector and civil society stakeholders to technically design and implement interventions to address climate change-related challenges in the LVB. To achieve **Outcome 4**, countries benefitted from innovative community-based projects the received small grants-which at evaluation were still benefiting households by supplementing their incomes. Lastly, to achieve **Outcome 5** LVB countries obtained and utilized data which is being used shape regional knowledge and collaborative responses around transboundary water management and climate change interventions.

155. Under *Intermediate State 2 (causal pathway 2)* Outcome 2 partner states received tailored information packages for policymakers, technical officers and communities. However, the evaluation did not get vivid evidence of the extent to which actions on the ground or strategic planning was informed by this data.

156. Under *Intermediate State 3 (causal pathway 3)*: for **Outcome 3** communities were able to utilise innovative climate change adaptation technologies to reduce their vulnerability to climate change) while registering increase in yields and subsequent increase in household incomes.

157. The table below shows the likelihood of attainment of impact against assumptions and drivers presented in the re-constructed theory of change.

Table 27: Evaluative assessment of Likelihood of Impact (using the traffic lights methodology)

Assumptions and Drivers	Evaluative Assessment on the extent to which assumptions and drivers held (using the traffic-lights assessment scheme)	Means of Verification for this assessment
Assumptions		
A1: Countries prioritize climate resilient transboundary water catchment management mechanisms.	LVBC and Partner states (through their line ministries) exhibited a high level of ownership of the ACC-LVB project through in-kind contribution to trans-boundary water catchment management interventions. However, prioritization (as seen in the national budget allocations) toward climate change interventions remains meagre. This meant that resources to support national coordinators towards this process was dismal in all states.	Allocation in national budgets of partner states for water and environment (using FY 2021 as reference year) Uganda (UGX 133bn) ⁹ Kenya (KS 106.2m 3.8%) ¹⁰ Rwanda (Frw 50.8 bn) ¹¹ Tanzania (Tsh 733 billion) ¹² Burundi (Bfrancs) 107.5bn 6.5% ¹³
A2: Stakeholders heard, understood and agreed with the information provided	Evaluation noted that trained that were conducted and climate information availed, was appreciated by the Partner states	Progressive reports on Component 2 from LVBC
A3: Existing climate information helps the development of a regional climate information system.	No regional climate information system in place as a result of climate information generated by the project	Fact checking with national coordinators

⁹ Source: pfccparliament.go.ug: Climate change and Uganda 2020/2021 National Budget

¹⁰ Source: www.hlbcezam.com : Highlights of the Kenya FY 2021/2022 National Budget

¹¹ www.minecofin.gov.rw Budget factsheet 2020/21

¹² www.wateraid.org; Tanzania Water and Sanitation Network (TAWASANET) Budget Analysis 2020/21

¹³ Collaborative Africa Budget Reform Initiative (2021): Burundi National Budget 2020/2021-Approved

Assumptions and Drivers	Evaluative Assessment on the extent to which assumptions and drivers held (using the traffic-lights assessment scheme)	Means of Verification for this assessment
A4: Community members continue to practice adaptation technologies	Even after the project had come to an end, the evaluation mission to countries noted that activities were on-going and adaption technologies were being utilized	Quarterly reporting by national coordinators on project's progress
A5: Communities are willing to participate in project activities and adopt climate resilient techniques and practices.	Through small grants projects in communities, the evaluation noted that the project performed way above target in supporting communities to undertake adaptation technologies	Quarterly reporting by national coordinators on project's progress
A6: National and local authorities support the project and develop the necessary policies and institutional and legal setting to support climate-resilient transboundary water catchment management mechanisms	Partner states already has been implementing policies on climate change adaptation before the project. This project provided an impetus to review and update these policies. However, there wasn't evidence from either of the partner states that this was attributed to ACC-LVB project.	Feedback from national coordinators and with technical leadership at LVBC
Drivers		
D1: Project's ability to engage communities to embrace new practices	The project demonstrated exemplary ability to engage groups (most which were already established within communities to advance CCA practices	Mission visits to project sites in all the five (5) countries.
D2: Collaboration with government and other stakeholders is positive and leads to support for the project	Working with and through national coordinators and with the vast experience of LVBC of working in the region generated positive support to project's implementation and oversight	Review of documentation at design and progress reports during implementation
D3: Technologies and projects selected are suitable for the different communities	Site suitability was done right at design including use of feasibility studies of the PREPARED prior to the project start	Reporting on component 3 and 4 from the Partner States
D4: Promotion of human rights, gender equality and disability inclusion	Not much dedicated effort to report on the extent to which these aspects were mainstreamed	National level Annual reports to LVBC

158. According to the data presented from LVBC and modelled for the next decade, the project is that temperatures over the Lake Basin will continue to rise, and rainfall patterns will be distorted by global warming. This means that the climate change impacts will continue to adversely affect communities in the basin. Unfortunately, the CCA interventions and technologies which will assist in adaptation – they will do so at a pace slower than that of climate change. For the impact to be felt, much more CCA investment will be required over the next decade. ACC-LVB project was only a pilot – but a critical starting point. The likelihood of impact of the project is mainly on the awareness that has been created and consciousness of the problem at hand especially among community beneficiaries. The evaluation deduced that in all areas where the project intervened, beneficiaries vividly linked the project to a wider effort to avert climate change – while pointing to projects to enhance their livelihoods. This created a level of ownership and attachment to CCA effort – a very critical aspect of project impact.

Rating of the likelihood of impact: Moderately Likely

Rating for Effectiveness: SATISFACTORY

5.5 Financial Management

159. The project's planned and approved total budget was USD 5,000,000. Out of this budget, USD 4,608,295 was the actual reported expenditure value at the end of the evaluation representing an overall absorption rate of 99.17%.

160. Overall, the evaluation noted that the ACC-LVB project delivered its outputs line with the allocated budget meeting way beyond its targets in most instances as illustrated by the table below.

Table 28: ACC-LVB Expenditure Narrative by Component

Expenditure Narrative	ACC-LVB Project Components					Project Management
	Component 1	Component 2	Component 3	Component 4	Component 5	
Project personnel						
Project Manager						111,000
Chief Technical Advisor			45,000	45,000		
Finance Assistant						60,000
Sub-total		-	45,000	45,000	-	171,000
Consultants						
International capacity Building Expert	12,000					
International Adaptation Expert	15,000					
International Water Catchment Management Expert	15,000					
Climate Modelling Experts		60,000				
Adaptation Training Experts			20,000			
Communications Expert					45,000	
Sub-total	42,000	60,000	20,000		45,000	-
Administrative Support						
National Project Teams			14,646			
Sub-total		-	14,646			-
Travel on official business						
Travel - Project Staff- M & E				105,000		
Travel - Project Staff-Climate Information		45,000				
Sub-total		45,000		105,000	-	-
	42,000	105,000	79,646	150,000	45,000	171,000
Sub-contracts (MOUs/for Small Grants)						
Small Grants- Burundi				200,000		
Small Grants- Kenya				200,000		
Small Grants- Rwanda				200,000		
Small Grants- Tanzania				200,000		
Small Grants- Uganda				200,000		
Sub-total	0	0	0	1,000,000	0	0
Sub-contracts (MOUs for Demonstrations)	-	-				
CCA Technologies- Burundi			300,000			
CCA - Kenya			300,000			
CCA - Rwanda			300,000			
CCA - Tanzania			300,000			
CCA - Uganda			300,000			
Sub-total	-	-	1,500,000.00	-	-	-
Sub-contracts (for commercial purposes)						
Communication Costs - Printing and Dissemination		30,000				
Community Information sharing		120,000				

Expenditure Narrative	ACC-LVB Project Components					Project Management
	Component 1	Component 2	Component 3	Component 4	Component 5	
Awareness Raising campaign including Translation					93,843	
Sub-total	-	150,000	-	-	93,843	-
	-	150,000	1,500,000	1,000,000	93,843	-
Training/ Workshops						
Regional Workshop	80,000					
Workshops- Trans boundary Water Management	80,000					
National Training Workshop- Climate Information	120,000					
Regional Workshop- Climate Information		40,000				
National Community Workshops			50,000			
Regional Research Workshops					30,000	
Community Workshops- EBA interventions				50,000		
Community Training -Small grant proposals				50,000		
Exchange Visits- Communities			25,000			
Sub-total	280,000	40,000	75,000	100,000	30,000	-
Meetings						
Regional Meetings	240,000					
Sub-total	240,000	-	-	-	-	-
	520,000	40,000	75,000	100,000	30,000	-
Supplies, Materials and Goods						
Communication Material- Brochures Pamphlets Policy Briefs	15,000					
Computer Hardware and Software	18,000					
Materials and goods -Climate information		30,000	-			
Materials and goods -Knowledge products					30,000	
Materials and goods- Brochures, Booklets, Posters					30,000	
Office Supplies						18,000
Sub-total	33,000	30,000	-	-	60,000	18,000
Non-expendable equipment						
Down Scaling Software		20,000				
Demonstration Site Equipment			50,000			
Sub-total	-	20,000	50,000	-	-	-
	33,000	50,000	50,000	-	60,000	18,000
Operating & Other Direct Costs						
Exhibitions	-				40,000	
Sub-total	-	-	-	-	40,000	-
Reporting costs						
Project Steering Committee Meetings / Inception and closure workshop						86,160
Communication costs- Regional Platform	15,000					
Communication costs - Research Forum					30,000	
Communication costs-Telephone, printing and Internet						19,646
Sub-total	15,000	-	-	-	30,000	105,806
Evaluation						
Mid-term evaluation	-					35,000
Final evaluation	-					40,000
Audit	-					30,000

Expenditure Narrative	ACC-LVB Project Components					Project Management
	Component 1	Component 2	Component 3	Component 4	Component 5	
Sub-total	-	-	-	-	-	105,000
	15,000	-	-	-	70,000	210,806
GRAND TOTAL (equalling to US\$ 4,608,295)	610,000	345,000	1,704,646	1,250,000	298,843	399,806

Sources: UNEP (2024): Financial Status Report for ACC-LVB Project as of June 30 2024

161. This rate of absorption is explained by slow-down of project activities restricted by the COVID-19 pandemic between 2020 and 2021; difficulties in staff recruitment; and uneven delivery of outputs in the various partner states. This section looks at the evaluation criteria aspects under financial management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

The policies and procedures of financial management are included in both Project Agreements and the table below illustrates the extent to which these were adhered to:

Table 29: ACC-LVB Project's Adherence to UNEP's Financial Policies and Procedures

Policy/Procedure	Assessment of Adherence	Evaluative Assessment
UNEP provision of cash advance within two (2) weeks of signing of Contract	LVBC received the first cash advance in line with UNEP financial policies and procedures	Initial payment to LVBC was timely provided at the start of the project by UNEP
UNEP provision of second and subsequent instalments within two (2) weeks of receipt and acceptance of financial report	UNEP made disbursements based on cash requests from LVBC after receipt and approval of expenditure reports. However, there were undisbursed funds as a result of delays submission of quarterly reports from partner states and associated financial reporting	As a consequence of backlog of uncompleted works (especially for Kenya) disbursements towards personnel and sub-contracted works remained slow. On the other hand, the UNEP requirement that reports had to be received, reviewed, revised, and approved occasioned bureaucratic delays.
Final Disbursement (5%) upon submission of project completion report, final audited expenditure report, and final co-financing report	By the time of the evaluation, 5% final disbursement had not been made	By the time of the evaluation, 5% final disbursement had not been made
Other Aspects		
Clearance for service contracts or agreements of service that are not in procurement plan and cost above \$5,000	LVBC allowed partner states to use national procurement systems for contracts beyond USD 5,000	The evaluation noted that the use of local procurement system did not necessarily deliver the right quality works in some cases. In Kenya for instance, the use of County level procurement systems led to slow and bureaucratic process to identify service providers. Due to limited pre-qualified firms, some that got contracted could not deliver the quality works. An illustration is at Solar powered Borehole Project at Osipata where (due to poor installation the solar panels had to be re-stalled having been wind-blown).

Timeliness of Cash Payments

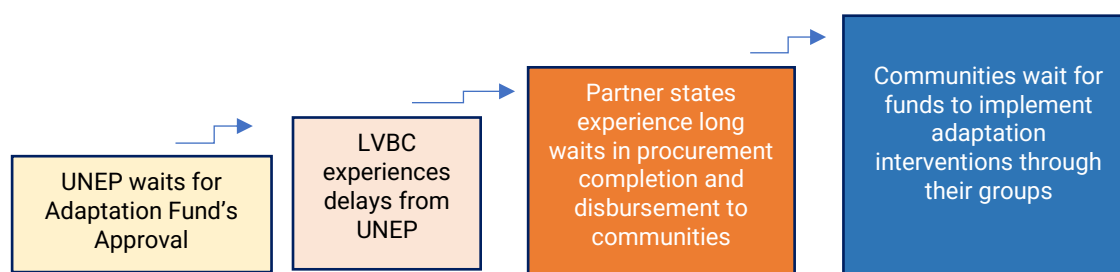
162. The first two years of the project faced disbursement delays. This was because some workplans were not completed on time and LVBC had to wait until another EAC approval cycle to get funds requests approved. Proactively, the agreement between LVBC and UNEP to budget allowed for budgeting outside the EAC annual budget cycle. This flexibility was critical in ensuring flow of disbursements between EAC approval cycles.

163. The ACC-LVB project achieved success in use of small grants supported interventions mainly due to the modular to transmit funds directly to grant recipients at community level. This modular allowed avoidance of any bureaucracies. Most of the grant recipients were already registered groups that met the criteria for grant reception holding and accountability.

Regular Analysis of Expenditure

164. LVBC on quarterly basis provided progressive reports and associated financial reports that were compiled by the PCU at LVBC headquarters, Kisumu.

165. Time lags in analysis of expenditure at various levels were referenced as a source of delays as diagrammatically displayed below:



166. As shown above, these layers of expenditure analysis caused delays in funds disbursement

Timeliness in Submission of Expenditure reports

167. The evaluation noted that quarterly reports produced by partner states were submitted to LVBC but some not timely. Annual reports were made along with the Q4 reports and in some cases Q3 and Q4 submitted as bi-annual reports (July – December). This reporting was in line with UNEP requirements. These allows audit to be undertaken smoothly. The evaluation noted, however, that the requirement to for Partner States to include a section of 'Project Financial Performance' at end of every annual report make it easy for national coordinators to align both performance reporting and financial with the later submitted much later).

Rating of Adherence to UNEP's policies and procedures: Satisfactory

5.5.2 Completeness of Financial Information

168. UNEP financial records showed year-on-year cumulative expenditure (a summary of which is provided in the table below.

Table 30: Assessment of Financial Management

Financial management components:	Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures	S	Overall, the Evaluation deduced that project generally adhered to UNEP's policies and procedures that included requirements for timely approval and disbursement of cash advances, regular financial analysis, and timely submission of expenditure reports.

Financial management components:		Rating	Evidence/ Comments
Any evidence that indicates shortcomings in the project's adherence ¹⁴ to UNEP or donor policies, procedures or rules		Yes	There were few instances where delays in provision of financial reports from countries as well as delays in provision of funds to countries affected implementation timeliness.
Completeness of project financial information¹⁵			
Provision of key documents to the reviewer (based on the responses to A-H below)		HS	The evaluation rated the completeness of financial information as Highly Satisfactory
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Budget lines showing expenditure assignments (requested and approved) per activity and country as well as co-financing tranches were documented as processed by the LVBC and UNEP Accounts – with record of financial statements per year.
B.	Revisions to the budget	Yes	All revisions, request for revisions and approval of budget revisions were re-purposed with authorization from UNEP and LVBC – especially with the occurrence of the COVID-19 pandemic between 2020 and 2021.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	As was the requirement, all project legal agreements were signed by the relevant authorities and copies of the same kept on file by LVBC
D.	Proof of fund transfers	Yes	Record on electronic fund transfers to LCBV by UNEP and from LVBC to the five countries and to beneficiary accounts were showed to the Evaluator in the financial reports
E.	Proof of co-financing (cash and in-kind)	Yes	Countries made in-kind contributions including provide staff time and effort of national coordinators and their teams to undertake community level field visits. This was not vividly documented by partner states but noted in the LVBC reporting.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	As of April 2024, the status of the expenditure for the entire life of the project stood at USD 4,608,295 representing 92.1% absorption rate
G.	Copies of any completed audits and management responses	Yes	Copies of final Audit reports were provided and reviewed by this evaluation
H.	Any other financial information that was required for this project	N/A	
2. Communication between finance and project management staff			
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	The Task Manager was aware of the project's status of financial reporting for throughout the project's duration. All disbursements were done as approved. Financial reports on project status and disbursements were produced by each of the partner states as required by the fund management's office

¹⁴ If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

¹⁵ See also document 'Criterion Rating Description' for reference

Financial management components:	Rating	Evidence/ Comments
Fund Management Officer's knowledge of project progress/status when disbursements are done.	S	Disbursements were done along approved national level workplans and budget estimates provided per country – with LVBC and UNEP approvals. Financial reports of the same on project status and disbursements were produced by each of the countries.
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	S	UNEP working with LVBC and National Coordinators agreed on modular to address and resolve financial management issues at various engagements. This is what led to agreements to implement three no-cost extensions during the project.
Contact/communication between Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	S	The Task Manager, throughout the project was in constant communication with the Finance Management Office (FMO) and financial officer at UNEP. This enabled rectifying of any outstanding issues that arose.
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	MS	There remained complaints from partner countries of the delays by UNEP to process and respond timely to financial requests. This was attributed to the fiscal oversight requirements within the UN system that undergo series of bureaucratic approvals – that in instances take time.
Overall rating	SATISFACTORY	

169. Financial reporting for each year is in place and is accompanied with a corresponding audit report. Two audit reports that the evaluator has verified showed no qualified opinion. The only observation made is that the filling of financial records by LVBC prior to submission to UNEP were not shared. The project has demonstrated strong performance in the areas of completeness of financial information.

170. The last financial audit in 2023 for the project – accessed by this evaluation noted that completeness of reporting had been sufficient. However, there was a note of some discrepancies had been observed both internally and by two external audits – the details of which were not disclosed to this evaluation. Many countries provided quarterly reports without associated (attached) budget audits and the backlog of audited work compromised the completeness of financial reporting. The evaluation was able to obtain the following reports:

- i. Quarterly expenditure reports for (2019- Q3, Q4)
- ii. Quarterly expenditure reports for (2020- Q1,Q2, Q3, Q4)
- iii. Quarterly expenditure reports for (2021- Q1,Q3, Q3, Q4)
- iv. Quarterly expenditure reports for (2022- Q1,Q2, Q3, Q4)
- v. Quarterly expenditure reports for (2023- Q3, Q4)
- vi. Quarterly expenditure report for (2024- Q1) – for only Kenya
- vii. Final Financial Report from LVBC (April 2024)
- viii. Annual External Audit Reports (2019, 2020, 2022)

Rating of Completeness of project financial information: Highly Satisfactory

5.5.3 Communication Between Finance and Project Management Staff

171. UNEP and LVBC kept constant communication (mostly by email and telephone conversations) about project management and the associated financial matters. The smooth flow of communication was however constrained after the departure of the PCU Project Manager (PM). The new PM and CTA continued this effectively communication between LVBC and with UNEP Project Manager and Fund Management Officer (FMO) in ways that ensured that financial and project implementation reporting was done in quality and time. The UNEP Project Manager and

FMO had overall strong awareness of the project's financial situation throughout the project's duration.

Rating of Communication between finance and project management staff: Satisfactory

Rating for Financial Management: Highly Satisfactory

5.6 Efficiency

Timeliness –Justification of No-cost project extensions

172. The project faced 3 no cost extensions as a result of disruptions to activities caused mainly by the COVID-19 restrictions during 2020 and 2021 and other administrative delays as follows.

- i. No Cost Extension 1: Revision of Completion Date to 31st December 2022
- ii. No Cost Extension 2: Revision of Completion Date to 30th June 2023
- iii. No Cost Extension 3: Revision of Completion Date to 31st August 2023

173. Due to these changes, notable modifications were made that affected some aspects of the project implementation:

- i. Postponement of training sessions for partner states on transboundary water resources management that had been scheduled for 2020 to May 2021 and March 2022 (in Dar-es-salaam, Tanzania); the first regional training session (in June 2022, in Kigali) and in May 2023 in Bujumbura, Burundi.
- ii. For Kenya to complete its community level interventions in time, LVBC agreed to oversee the implementation of component 3 and 4 intervention in Siaya and Busia Counties. At the time of the project evaluation, work on various sites was being finalized;
- iii. Uganda continued to implement and complete interventions in Masaka and Mubende districts which were completed by the end of August 2023;
- iv. A mid-term review as commissioned and conclude (between February to June 2022) that recommended changes to the project implementation to enable it successfully to conclude the project in time;
- v. An end of project workshop was held in March 2024 in Kisumu by the LVBC as part of the activities to conclude this project.

174. These non-cost extensions caused some delays in completion of the project as originally planned, however, did not alter the project's initial design.

Synergies and complementarities with other programs and projects

175. ACC-LVB project worked with various partners who complimented its efforts. It synergized with work already going on in various partner states with the Lake Victoria basin – done by both bilateral multilateral organizations. These partners included: ICPAC and Danish Hydraulic Institute (DHI) who supported the delivery of training on climate information as well as with the Global Adaptation Network (GAIN), Africa Adaptation Knowledge Network (AAKnet) and Africa Adaptation Initiative. Review of various minutes of meeting held by different technical working groups noted the need for a multi-sectoral multi-dimensional approach towards transboundary basin-wide effort in the LVB – aware that challenge of adapting to adverse impact of climate change and vulnerability required a concerted multi-stakeholder effort.

Rating for Efficiency: Moderately Satisfactory

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

176. In August 2018, the project introduced a monitoring plan for the project. The plan included a results framework with performance indicators and output and outcome levels. This framework enabled the CTA and the Project Manager to track project's performance. The CTA and the Project manager worked with LVBC technical team and with the CCTWG to review quarterly reporting from partner states that provided monitoring data as well as requisitions for budget to support planned activities for subsequent quarters. The budgets including cost assignment for monitoring of activities. However, the evaluation did not obtain copies of activities' monitoring plans per partner state, but rather reviewed guidelines for reporting in the project document.

Rating for Monitoring Design and Budgeting: Satisfactory

5.7.2 Monitoring of Project Implementation

177. At design, partner states pledged to offer the contribution of their technical staff within their line ministries to undertake monitoring as part of their in-kind contribution to the project. This however did not negate the reality that M&E needed substantial resources since it involved routine in-country travels to project sites. One national coordinator described the resource constrained caused by this arrangement: "We have to rely on a limited budget to travel for motoring missions to project sites. We welcomed joint PCU and UNEP missions, but these were very limited. Overall, we could have done well with more resources for in-country visits to ensure we assess progress of the project especially with communities."

178. Analysis of reporting from countries showed that only reporting from Burundi adhered to a comprehensive disaggregation by gender, vulnerable/marginalized groups.

179. In addition, according to views from interviews with national coordinators and staff at LVBC, it would have been desirable that a template for annual reporting be provided. It would have eased reporting for the entire 5 partner states as well as the aggregation for the project annual reporting to UNEP.

180. Other aspects evaluated in regard to monitoring and evaluation deduced that:
- i. The monitoring plan did not include a theory of change – but this was constructed during the mid-term and this end term review
 - ii. The plan showed various monitoring data to be collected and the documentation thereof in the quarterly reports.
 - iii. In all the reporting, the expectation from LVBC and partner states, was that the data was to be presented disaggregated by gender and stakeholder groupings

Rating for Monitoring of Project Implementation: Moderately Satisfactory

5.7.3 Project Reporting

181. In terms of reporting, the PM and CTA were instrumental in supporting the PCU generate the project's progress reports. This included synthesizing the information reported quarterly by countries. This has been completed by the recruitment of an M&E officer at LVBC in November 2021. The evaluation noted the high quality of reporting by LVBC that followed a strict reporting template and guidelines. It was challenging, however, for this evaluation to aggregate the data from the partner states' quarterly reports. Despite arduous efforts, the partner states' reported data did not tally with the final completion report information.

182. The overestimation that partners states could resource the M&E function at the country level as part of the in-kind contribution likely affected the quality of monitoring reporting. Due to

time and resource constraints, national coordinators were not able to visit project sites as frequently as needed to obtain adequate monitoring data.

183. Monitoring reporting was negatively affected by the lack of country level PMUs and limited resourcing of the M&E function at partner state level, that could have helped to provide dedicated staff to this task.

184. The project underwent a mid-term review and this final evaluation – the lessons from which will inform successor/scale-up interventions in the LVB.

Rating for Project Reporting: Moderately Unsatisfactory

Rating for Monitoring and Reporting: Moderately Satisfactory

5.8 Sustainability

5.8.1 Socio-political Sustainability

185. The ACC-LVB project received substantial support from social and political factions during project implementation, particularly the East African Community (EAC). The EAC's recognition of the ecological, social, and economic significance of the Lake Victoria basin provided essential political backing. This support facilitated strategic meetings of the East Africa Community Climate Change Technical Working Group, which offered technical advisory on adoption policy and practice in the region. This political backing gave the project the necessary socio-political cover, which is expected to continue sustaining the project outcomes even after its completion.

186. From the project's inception, partner states demonstrated strong ownership and commitment by integrating the ACC-LVB project into their ministerial work plans. Technical experts from these states actively contributed to the selection of project sites, focusing on areas severely affected by droughts and floods. Government officials allocated time to monitor project implementation, and district-level officials, familiar with the interventions, volunteered to supervise adaptation technology work using their resources. This high level of engagement indicates a strong commitment to sustaining and advancing the project's achievements.

187. The project effectively linked climate change adaptation to livelihood improvements in partner states' local communities. During the project, community members shifted from utilizing traditional methods to more sustainable practices. For example, women of Kazi na Malengo group in Mwanza sub-region, Magu District, Tanzania, shifted from farming in catchment areas to more sustainable practices like sheep rearing. This shift was facilitated by project interventions and training, as highlighted by the National Coordinator in Tanzania: "Here in Tanzania, women groups were mainly planting crops in the catchment for their households. At the time, they had just 10 sheep. However, with the project intervention through trainings offered, women concentrated more on sheep rearing among other enterprises and reduced dependence on farming in the catchment that was depleting the natural ecosystem."

Additionally, the project's small grants interventions, such as hatcheries, beekeeping, tree planting, fish farming, and banana production, created investment and employment opportunities. This generated substantial ownership and interest among beneficiaries, which is expected to continue beyond the project's life.

188. The success of the ACC-LVB project, particularly the small grants program, fostered strong political will among all partner states to maintain the project's efforts. While the project did not initiate policy or legal changes, it served as a valuable reference for practical adaptation efforts within communities. Stakeholders interviewed during the evaluation expressed eagerness for the next phase of the ACC-LVB project, reflecting their readiness and commitment to sustain and scale up the project's results and investments. This readiness and commitment serve as mechanisms

to adapt to changes in the social and political context, ensuring the project's long-term sustainability.

Rating for Socio-political Sustainability: Likely

5.8.2 Financial Sustainability

189. The financial sustainability of project outcomes largely depends on follow-up actions by partner states, community sensitization, and coordination by the Lake Victoria Basin Commission (LVBC). While the project outcomes emphasized capacity building through training, climate information dissemination, adaptation technologies, small grants interventions, and regional transboundary water management knowledge, future funding is essential for maintaining momentum and preventing the risk of abandonment of interventions. Although the project concluded both regional and national components successfully, a scale-up phase for the ACC-LVB project is critical to secure the investments made and ensure continued financial sustainability.

190. As part of **Component 1**, high-level training sessions were conducted for representatives from government ministries, civil society, and the private sector. Tailored climate information was provided to guide both operational and long-term strategic planning. However, the sustainability of these achievements requires sustained follow-up and engagement activities, which may need alternative financing mechanisms post-project, as mentioned above.

191. Under **Component 2**: Partner states have always been availing climate information to communities through meteorology agencies. The evaluation could not obtain information that LVBC has not allocated resources for continued delivery of climate information to partner states since the project ended. However, LVBC officials indicated that other regional programs and development patterns (especially the World Bank) had continued to engage partner states in transboundary water resources management.

192. For **Components 3, 4 and 5**, although the projects are completed, funding will likely be required to keep them going and being monitored.

193. The project design ensured that most interventions were close-ended, implemented and completed within the project duration. In addition, some of the ACC-LVB project outcomes were achieved with the help of partner states and communities' in-kind contributions and these proved critical in address real needs that communities faced while enhancing their livelihoods (and beneficitation from income-generating activities at the household level). However, aspects such as operation and maintenance costs for adaptation technologies and increased monitoring visits, will still require additional financial inputs to sustain the benefits. Actions that will need resources to continue the project benefits include: 1) Operation and maintenance costs for some adaptation technologies, 2) Increased frequency of monitoring visits by national coordinators to project sites, 3) Work to identify and bring on board women, persons with disabilities and youth in a broader way.

194. In summary, while the ACC-LVB project successfully generated outcomes with reduced future financial requirements, some aspects will need continued support. The project's sustainability will depend on follow-up actions, secured future funding, and the mechanisms in place to provide necessary resources. To a large extent, the project outcomes may remain financially sustainable because at the project end, the interventions were either taken over by partner states or by communities. This speaks to the earlier notion of the high of level of ownership that the interventions generated, and the likelihood of partner states to devote their resources to support a similar project.

Rating for Financial Sustainability: Moderately Likely

5.8.3 Institutional Sustainability

195. The ACC-LVB project successfully strengthened institutional and technological capacities to integrate climate resilience into transboundary water catchment management. While the project supported the partner states in building capacities within various agencies, institutions, and communities, the true measure of sustainability lies in the practical application of this knowledge. Climate change adaptation is a learning process that requires continuous effort and dedication. The evaluation noted that some community groups had not yet fully optimized their potential, indicating a need for further capacity building in areas like business profiling and sustainable business practices.

196. Nonetheless, the training provided to beneficiaries is expected to have a lasting impact. The project's Trainer of Trainees (TOT) approach ensures that trained experts can continue conducting similar training in future interventions. National coordinators emphasized the importance of institutional strengthening to ensure projects deliver benefits while building capacity for future initiatives. The sustainability of these efforts depends on the ongoing utility of the training and the ability of trained individuals to apply their knowledge in future projects.

197. Training sessions were delivered at both national and local levels, targeting technical experts and community members. However, there was no evidence of a prior training needs assessment, and the selection of trainees may not have always been optimal. High-level technical staff trained from partner states were often preoccupied with other responsibilities, limiting their ability to pass on the training to community members. Customizing training programs to local needs and ensuring practical exercises are crucial for effective capacity building. The evaluation concluded that while trained individuals remain within the system, the application of their training is essential for sustainability.

198. Government structures and processes, including policies, sub-regional agreements, and legal and accountability frameworks, appear robust enough to sustain the benefits associated with the project outcomes. Partner states continued to supervise project investments through their respective ministries, and established community groups managed small grants and adaptation works. These established frameworks provide a stable foundation for ongoing benefits post-project.

199. The ACC-LVB project's institutional achievements, such as governance structures, policies, and frameworks, appear robust enough to continue delivering benefits post-project. However, sustained follow-up is necessary to maintain these achievements. The institutional and individual capacity development efforts are likely to be sustained through the Trainer of Trainees approach and continuous application of knowledge. Ensuring the practical use of training and further capacity building in key areas will enhance the long-term sustainability of project outcomes.

Rating for Institutional Sustainability: Likely

Rating for Sustainability (Likelihood):	Moderately Likely
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5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and readiness

200. The ACC-LVB project was developed with the objective of reducing vulnerability to the negative effects of climate change in the five LVB countries. Hence, at inception, these countries were mobilized for their participation. A Regional Project Steering Committee (RPSC) was established. The RPSC held its first meeting in April 2018, well before the project initiated, with adequate representation. The first disbursement was made on the same day as the project initiated. The following measures were taken ensure that the project met the requirements for approval:

- i. **Confirmation of partner capacity:** LVBC, having served in a regional coordinating capacity on projects like World Bank's LVEMP and USAID's PREPARED, was already aware of the capacity of partner states to deliver on commitments under the ACC-LVB project.
- ii. **Development of Partnership Agreements:** In all these partnerships MoUs were signed timely for these activities (albeit the delays in occasioned by the COVID-19 pandemic in 2020. LVBC had a partnership framework with IGAD Climate Prediction and Application Centre (ICPAC) and Danish Hydraulic Institute (DHI) who supported the delivery of training on climate information as well as with the Global Adaptation Network (GAIN), Africa Adaptation Knowledge Network (AAKnet) and Africa Adaptation Initiative.).

Rating for Preparation and Readiness: Satisfactory

5.9.2 Quality of project management and supervision

5.9.2.1 UNEP as Implementing Agency:

201. As an implementing entity, UNEP played a critical role in undertaking the following:
 - i. UNEP provided leadership, oversight and technical guidance throughout the project's lifecycle. It held supported the work of Project Steering Committee and participated in met in various engagements to discuss project implementation issues and make joint decisions on the way forward. These meetings facilitated high-level oversight and coordination.
 - ii. UNEP's project team worked closely with the LVBC and national coordinators, providing supervisory support that complemented the efforts at the national level. This collaboration ensured that community-level activities were effectively managed. The Task Manager was constantly in communication with LVBC and interacted with national coordinators in the all the partner states on progress made.
 - iii. UNEP provided fiscal oversight and managed financial risks but faced challenges with timely disbursements. Despite these challenges, UNEP's oversight ensured that financial management was sufficiently robust to keep the project on track.

Rating of performance of Implementing Agency UNEP – Highly Satisfactory

5.9.2.2 Executing Entity - LVBC

202. LVBC kept in close collaboration both with UNEP and the partner states to address key project implementation issues and obtain progress reports. It organized regular meeting to discuss key issues and challenges that required communication. It regularly met with the partner states on the performance of Components 3 and 4. It also utilized its work under regional components (1, 2 and 5) to obtain feedback from the countries on project progress.

203. LVBC hosted the PCU which was crucial for day-to-day coordination. Through the PCU, the LVBC was able to put in place measures (including, quarterly reporting by al partner states on status of the project; attachment of fund requests basing on previous quarterly reporting among others) to ensure that resources were effectively used, attended to critical procurement guidelines, and ensure that these were implemented timely.

The evaluation assessment was that while the PCU was instrumental in providing management functions for the project, the infrequency of its engagement, and limited resources for its work curtailed its effectiveness in delivery of its mandate. For instance, it was not 'forceful' enough to ensure that partner states made timely quarterly reporting; did little to address the issue of delayed disbursement (since these in part depended on expedited quarterly reporting).

204. Communication between UNEP and LVBC was conducted through multiple channels, including emails, telephone calls, and virtual, especially during mostly during the COVID-19 pandemic. Some physical meetings were also conducted bi-laterally, with partner states. The project faced some risks which the project team worked to overcome. These included:

- i. Staff turn-over due to the departure of the Project Manager. LVBC managed this transition by replacing the departed staff, although this disrupted project continuity.
- ii. Implementation of short-term small grants whose outputs could be abandoned if no resources to sustain them are availed. However, resources were availed and these grants eventually provided instrumental in community level adaptation efforts.

205. The risks, however, did not fail the ACC-LVB project in delivery of its results but nonetheless provided pressures from which a scale-up or future similar project could learn.

Rating of performance of Executing Entity LVBC – **Satisfactory**

Rating for Quality of Project Management and Supervision: Satisfactory

5.9.3 Stakeholders' participation and cooperation

Stakeholder Analysis

206. LVBC at the regional coordination level conducted a comprehensive mapping of stakeholders' while offering partner states an opportunity to provide input in this mapping process. The challenge identified by the evaluation, was the difficulty (including resources needed) to facilitate events to keep the stakeholders engaged. For instance, the Climate Change Technical Working Group (CCTWG) was effective in providing technical guidance to partner states, but their work of the Committee curtailed by limited country site visits and other important exchanges as their work was limited to a few engagements.

207. The project team utilized partner state level National Coordinators who played a pivotal role in project implementation, monitoring and reporting on activities (with constant site visits and resolution of issues that arose during implementation. And issues that arose from there reporting, were discussed by Regional Policy Steering Committee – though the evaluation noted that while this committee met to discuss progress of the project – their engagements weren't as frequently held as had been planned due to resource constraints.

208. In terms of communication to stakeholders, the project team organized both virtual and physical meetings, workshops and conferences, to brief them on progress being achieved under the five components. While these engagements, were disrupted during the COVID-19 pandemic, use of on-line engagements helped sustain key meetings at the regional level. As the COVID-19 restrictions were removed, stakeholders (especially at the community level).

Collaborations

209. Support was given to collaboration and coherence between various stakeholders including sharing plans, pooling resources and exchanging learning and expertise. Through the regional components implemented by LVBC - there were exchange of knowledge and information among partner states. This was further enhanced by the establishment of the regional researcher's forum which was established in May 2023.

Linkages of stakeholder participation and engagement to address and consider poverty alleviation and impact on livelihoods

Whereas the project was on climate change adaptation, it focused also on addressing poverty characterised by low incomes at household level –. As a strategy, small grants and other local adaptation technologies (beekeeping, fruit trees growing, cage fish farming, hatcheries, etc.) were intended to provide of a dual benefit of poverty eradication and climate change adaptation. In the identification of stakeholders particularly, at the household level, there was keenness to involve beneficiaries from low-income households at the same time - most prone to the adverse effects of climate change.

Rating of Stakeholders Participation and Cooperation: Satisfactory

5.9.4 Responsiveness to human rights and gender equality

210. From the project's inception, requirements were established to include the UN Human Rights Based Approach (HRBA), the UN Declaration on the Rights of Indigenous People (DRIP), and the UN Environmental Policy and Strategy for gender equality and environment. These aspects were incorporated into the planning and reporting documents reviewed by this evaluation. During implementation the project sought to incorporate women and other vulnerable groups into various components.

211. However, the evaluation noted the following aspects:

- i. There was no deliberate effort in most partner states to ensure that the beneficiaries' profile included persons with disabilities. As a consequence, there is no record of how many persons with disabilities each partner state reached.
- ii. Only LVBC and Burundi demonstrated rigor in strictly recording beneficiary data by gender.
- iii. The project document highlighted a modular to guide on ensuring that identification of beneficiaries followed a vulnerability analysis.
- iv. Positively, it was impressive to note that women were the overwhelming majority of project beneficiaries in all the five partner states, especially under the small grants' interventions.

Rating for Responsiveness to Human Rights, Gender Equality and Disability Inclusion: Satisfactory

Case study 1: Efforts to ensure inclusion of Persons with Disabilities in Tanzania



Leah Sylvester Feleshi (Female, in the photo to the left) is a single mother with two children. She was born in 1976 in the Ng'haya village, Magu District Mwanza Region, Tanzania. She is disabled. Like most women in her community, their livelihoods depend on agriculture. But without land, they farm in the basin catchment. As a result of the ACC-LVB project, and the sensitization that was provided, Felishi and her fellow women, were supported to do tailoring as an alternative source of income instead of depending in farming that degraded the water catchment where they farmed. Tailoring eventually provided more income than the farm harvests. The training provided led other women to organize a group on tailoring business. The idea was accepted, and tailoring group was formed with 22 women and one male (albino). Some of their products are in the photo below.



Case study 2: Efforts to ensure Gender Equality in interventions in Uganda and Rwanda



The "Adapting to climate change in Lake Victoria Basin" project recognized gender equality and empowerment as a corner stone for effective implementation of the project. Following the guidance from the Project Appraisal Document and the Uganda National Gender Policy 2007, the National Project Team sensitized 21 community groups in Uganda on gender equality and equity, this is evidenced by the fact that 3 out of the 6 approved technologies for funding had women as their chairpersons, i.e. Kalungi Agalya-wampum women's group, Rwobushumi Women's Group (showed in the group photo above), Nkoma Tutambulire Wamu Women's Group. The groups were constituted based on a gender equality threshold: at least 3 members of the executive and procurement committee were women.



In Kirehe Rwanda (photo above), interventions intended to address the patriarchy norm in the pastoral communities and gender injustices by training both the women and men in goat rearing. This intervention intended to support women and help raise their income by moving away from farming in the water catchment downstream that was generating much less income and depleting the ecosystem.

5.9.5 Environmental and Social Safeguards

212. The project had in place a Stakeholder Response Mechanism (SRM) in place to address issues of environment and social safeguards. It was supposed to provide a framework where grievances could be formally acknowledged and addressed. However, there was not, a structure, for grievance expression, response, systems to offer response nor feedback delivery with the SRM. It remained unclear if communities were aware of the SRM and how it would work. The evaluation noted that this framework was not popularized and under-utilized.

213. The project adhered to the Environmental and Social Risk Management requirements as outlined in the Project Environmental and Social Plan (ESP). This was a sound management plan that helped partner states to verify with contractors if investment the criteria for environmental and social safeguards. The other aspects evaluated that assessed the extent to which environmental and social safeguards were adhered to include the following:

The ACC-LVB project was approved after satisfying requirements that met environment and social safeguards. However, during implementation, for most climate change adaptation interventions and technologies (some newly setup) the evaluation could not obtain certifications as part of the verification of these safeguards.

Rating for Environmental and Social Safeguards: Moderately Satisfactory

5.9.6 Country ownership and driven-ness

214. The partner states demonstrated ownership of the ACC-LVP project and embedded it in their respective focal ministry workplans and programming. Whilst they had limited resources, national coordinators took on the project interventions as part of their responsibility working with district local governments and CBOs in communities. They kept close contact with the implementation agents at all levels and actively participated in meeting organized by LVBC both physically and on-line while called upon.

215. Below are some of the illustrations that partner states' engagement and aspects that demonstrate ownership:

- i. The ACC-LVB project was technically guided by LVBC and UNEP. The five partner states provided technical staff who served as national coordinators and representatives to the PCU. National coordinators – through their presentations to their respective line ministries, used ACC-LBV project results as demonstrable illustrations of what impact local community adaption technologies can make with limited resources and in a short time. In so doing, they have (since the end of the project) been advocating for an expansion/upscaling of the project.
- ii. The project experienced disruptions occasioned by the COVID-19 pandemic between 2020 and 2021 that caused delays in execution of project activities. This led to requests for three no-cost extensions. Despite these extensions, some activities were still being undertaken during the evaluation mission in January 2024.
- iii. The project interventions sites in the partner states were owned by the local communities. Staff of partner states in ministries responsible for environment used their own resources to monitor the projects work as part of in-kind contributions

Rating for Country Ownership and Driven-ness: Satisfactory

5.9.7 Communication and Public Awareness

216. As a project that required knowledge management and learning throughout the entire LVB, the project developed a communication plan to guide awareness raising campaigns. The project steering committee oversaw these campaigns. The LVBC through this committee was able to steer a cooperation mechanism to keep the stakeholders fully engaged. The project implemented the following initiatives to communicate the project intent, progress and results to stakeholders:

- i. A communication strategy that was approved in April 2020 that elaborated on communication not just among the project oversight but with beneficiaries
- ii. Raising visibility by producing programs on video and audio for local and international media channels e.g. Climate Home News Website, LVBC and UNEP websites, radio and TV stations in partner states;
- iii. Production of forty (40) project related bulletins and articles highlighting ACC-LVB project interventions/achievements that we produced and disseminated including agro-invisibility in social media handles;
- iv. The project undertook outreaches that included community exchange visits that were carried out in partner states to create awareness and promote know-how on transboundary water catchment management and climate change adaptation

217. LVBC leverages its visibility and its clout in the region to sustain communication with partner states and with UNEP throughout the project. To communicate and keep engaged with stakeholders, the project established the Lake Victoria Basin Regional Media Network that comprises of journalists from various media houses. This has enabled the project to showcase its work through media platforms (TV, Radio, and newspapers) in the partner states. Other events that occurred to enhance stakeholder communication included:

- i. Mara Day celebrations held in September 2021, 2022 and 2023;
- ii. 5th Edition of the East African Community Arts and Culture Festival
- iii. Jumuiya ya Africa Mashariki Utamuduni Festival (JAMAFEST) in Burundi Sept.2022
- iv. Conference of Parties (COP 27) in Egypt in November 2022
- v. EAC Micro, Small and Medium Enterprises (MSMEs) Trade Fair in Kampala Uganda December 2022
- vi. Africa Climate Week and Summit, September 2023, Nairobi Kenya
- vii. Distribution of 600 branded T-shirts, and caps
- viii. ACC-LVB document folders, Project Fact Sheets, Brochures, Roll-up banners and branded woven bags.

One of the publications of the ACC-LVB project as an article covered by the Adaptation Fund in the study entitled: Transboundary approaches to climate adaptation: Lessons learned from the Adaptation Fund's Regional Projects and Programmes. This publication was widely disseminated and reference to in various publications in the region and beyond.

218. The project also utilized services of a hired and dedicated stakeholder engagement expert. Currently, at LBVC there is a substantive communications officer - who was recruited while the project was coming to a close.

219. However, as had earlier been allude to, some communication products could have been translated into French to serve Burundi (as a unique case in the region) for ease of transmission of information. There were limited resources/opportunities for exchange visits between and among countries. This became a lost opportunity since a lot could have been discovered had there been more peer-to-peer learning of strategic contexts. UNEP should actively include and allocate funds for peer-to-peer knowledge sharing activities in multi-state projects. This would enable countries to learn from each other's experiences and insights during project implementation, thereby enhancing overall effectiveness and cooperation.

Rating for Communication and Public Awareness: Moderately Satisfactory

Rating for Factors Affecting Performance and Cross-Cutting Issues: Satisfactory

6 CONCLUSIONS AND RECOMMENDATIONS

220. This chapter is a presentation of conclusion, lessons learned linked to the conclusions, as well as recommendations for this and other similar projects.

6.1 Conclusions

Conclusion 1: The design of the ACC LVB project was anchored on UNEP priorities as well as Adaptation Fund, LVBC (regional) and national strategies, plans and development contexts, which enhanced its relevance. The project aligned with UNEP's Medium-Term Strategy (2014-2017) and Program of Work (2016-2017), as it emphasized delivery of climate information, delivery of adaptation technology and knowledge sharing. These aspects are also embedded in the overall Strategic Action Plan for the Lake Victoria Basin, the EAC Development Strategy and the Nile Basin Cooperation Framework. The project was highly relevant to LVBC's strategic plan as the regional institution governing Lake Victoria which emphasises basin-wide approach to integrated water resources management.

Conclusion 2: While the project was affected by the COVID-19 pandemic, its implementation was also delayed by lengthy administrative and bureaucratic processes. Some of the administrative delays could have been anticipated, especially the requirement in Kenya to register all donor funded projects on Integrated Financial Management Information System (IFMIS) under public financial management and procurement regulations. At the onset, there was a year delay due to project staff recruitment. The project was delayed for over half a year as the LVBC awaited the East Africa Legislative Assembly (EALA) to have funds approved by the EALA supplementary budget. Later, the processes of formalization of partnerships (though MoUs between LVBC and member states' focal ministries) meant that some countries embarked on implementation at varying stages. Delays were caused in Kenya due to new systems introduced for financial management and procurement in the country.

Conclusion 3: Contrary to the expectation that Member States would offer M&E support (through focal ministries) as part of the country-contributions, project monitoring activities were inadequately supported and remained largely under-resourced. Regional and national project teams conducted visits to project sites to monitor adaptation activities. However, due to limited time and resources they could not do this as regularly as would have been required. This curtailed the comprehensiveness in capturing the project's progress and this (in some cases) slowed timely responsiveness to challenges on the ground. While countries owned the project and implemented it under their national processes, the inability to set up a dedicated staff limited the optimization of lesson learning, experience sharing.

Conclusion 4: The project achieved success as a community-driven basin-wide effort with water catchment management practices linked to livelihoods improvement for beneficiaries. In all the countries, the focus on community-based interventions overall made the project relevant to the needs of beneficiaries by providing linkages to interventions aimed at generation of incomes and improvement of livelihoods. This gave meaning to, and realization, of the connection between their interventions/activities to climate change adaptation from strengthening livelihoods through tangible investments that generated household incomes.

Conclusion 5: The LVBC was instrumental in coordination of the project (including support for the undertaking the interventions for Kenya's Focal Ministry) and implementation of regional components. LVBC supported technical capacity building efforts where all the countries participated in various training and capacity building sessions in various themes on CCA among others. However, more could have been done in translation of communication products to into local dialects, and better targeting of who participates in training sessions (for instance targeting more extension and meteorological service staff from countries).

Conclusion 6: UNEP as an implementing entity ensured compliance to reporting and accountability standards by supporting the CTA and M&E visits to the countries – which contributed to prudent project oversight. UNEP ensured that the project complied with project progress documentation, monitoring reporting requirements and schedules. The evaluation noted that there were instances on inconsistencies of data reported by countries and how it was aggregated at the regional level, with limited demonstration of how the information was verified.

Conclusion 7: In terms of sustainability, the evaluation noted that LVBC was working on efforts with partner states to mainstream work that had been done into their routine programmes. These partner states will lean on their own programming and the long-standing institutional expertise of LVBC to steer a way forward, should an extension/scale-up successor project be designed.

Overall, it is important to note that this was only a pilot project. Nonetheless it made a bold attempt in its contribution to climate change adaptation in the Lake Victoria Basin, in the individual partner states and in various local communities. The innovative adaptation technologies introduced as well as series of training and relay of information contributed to bringing the LVB closer to being able to adapt to climate change in a transboundary manner. Scaling-up of this project would therefore further enhance the potentiality of a more climate-resilience Lake Victoria basin.

6.2 Lessons learned

The tables below are a presentation of main lessons learned as drawn from the analysis of reporting on the project, synthesis of views of various stakeholders, and aligned to the various themes/context of the evaluation.

Lesson Learned #1:	LVBC, as a regional entity with extensive experience and credibility with the partner states, was effective in coordinating the basin-wide project. Having a regionally established body like LVBC helps to harmonize policies and activities across LVB region, support oversight and reporting to UNEP on a project's progress.
Context/comment:	LVBC, as an anchoring organization, used its mandate efficiently to coordinate implementation in all the countries. The organizations dealt with the administrative and logistical complexities that vary in each country. The LVBC played a critical role in ensuring that the implementation, coordination and reporting of the project was in sync with its mandate. This provided an anchoring for the countries to implement co-related and inter-twined interventions focusing on building a healthier eco-system.

Lesson Learned #2:	Regional projects that require approval by a regional entity before expending funds may experience delays as a result of administrative processes in project approval.
Context/comment (linked to Conclusion 2)	Country contexts differ and the LVBC required EAC approval processes to expend funds. The regional administrative, procurement and financial systems requirements and those in the individual countries should have been contextualized and anticipated before implementation.

Lesson Learned #3:	Community based organizations have the local knowledge and context if well guided to appreciate and implement relevant CCA interventions. Small grants model effectively aligns resources with grassroots proposals created by communities themselves.
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Context/comment:	This is more effective since locally based (and already functional) groups have their own financial and group management mechanisms. Identifying and dealing with them directly reduces mobilization and transaction costs-while tapping into their indigenous know-how and local innovations that transcend the project duration. Community based organizations have the local knowledge and context if well guided to appreciate and implement relevant CCA interventions.
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Lesson Learned #4:	Timeliness is critical in use of data to meaningfully impact intended beneficiaries. Farmers in the catchment areas would ideally require information on weather patterns for the immediate seasons (where the impact would be immediate) as opposed to annual weather forecasts.
Context/comment:	Ensuring that climate change adaptation technologies are viable, self-propelling and sustainable, requires long-term planning. While most technologies are design to suit a specific need, the planning out to consider their appropriateness and continuity after the project concludes.

Lesson Learned #5:	Capacity building is more effective if it targets officers/staff from partner states (at both national and local levels) who serve on longer-term contracts in their respective occupations.
Context/comment:	This minimizes the prospect of losing trained participants whose tenure of work expires or opt to other forms of employment outside the sector institutions or into other fields.

Lesson Learned #6:	Not having a designated, paid monitoring officer in each of the countries limits monitoring effectiveness. In the absence of designated monitoring officers, the project relied on the National Project Coordinators to monitor and report on activities in their respective countries, which proved burdensome.
Context/comment: (linked to conclusion 3)	The project did not have paid staff but relied on National coordinators who in most cases were already engaged in their 'more primary' responsibilities. This did not allow the project to adequately conduct the M&E function. This challenge highlighted the need to allocate adequate M&E resources in project budgets to maintain rigorous monitoring and enhance accountability.

Lesson Learned #7:	Climate change adaptation practices are more likely to be adopted and sustained, when communities are engaged early on and the practices are aligned with livelihood improvements for beneficiaries.
Context/comment: (linked to conclusion 4)	The project identified established community-based organizations in each of the countries who led the process of implementing adaptation technologies through small grants. This ensured strong ownership and the conditions to support the sustenance of these technologies after the project's end. This was especially the case when the livelihoods of community beneficiaries were attached to the technologies. The success of the community-based subprojects in improving resilience underscores the value of engaging communities from the project design phase to ensure interventions are contextually relevant and widely accepted.

Lesson Learned #8:	The Training of the Trainers (ToT) modular requires that dedicated time and resources are earmarked within the project execution (including timely and
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	adequate facilitation) for extension staff to pass on the training to community level beneficiaries.
Context/comment	National coordinators noted that the trainings provided were limited in scope (with a few sessions held per country) mainly due to resource constraints. The evaluation did not obtain any evidence that this ToT approach had been successful since most trained extensionists were not facilitated to take down this knowledge at the grassroots. Not all that were trained were the same staff that were sent out to conduct field missions and reviews.

Lesson Learned #9:	It is important to standardize reporting systems when dealing with multinational projects to ensure clearly recorded results that can be cumulatively totalled.
Context/comment:	Some of the countries' quarterly reports figures, on activities, outputs and other results, differed from those totalled by the LVBC. Country reports showed year by year performance data across the components on an annual basis but in some cases reported cumulative data (summing up from when the project began to the date of reporting). This caused figures to vary from those reported by LVBC on an annual basis.

Lesson Learned #10:	Various countries exhibited innovations that could have been showcased to the other partners states had there been adequate facilitation for peer-to-peer exchanges.
Context/comment:	While there were events held that showcased innovative adaptation technologies promoted by ACC-LVB project from the five partner States, it would have been more impactful had there been more resources for organization of peer-to-peer events in all the states. That would have provided partner states broader opportunities for peer-to-peer learning and sharing of experiences.

Lesson Learned #11:	Project management would benefit profoundly from a functional Stakeholder Response Mechanism (especially on the aspects of grievance handling) and be responsive to stakeholder needs by addressing expeditiously the challenges that would emerge.
Context/comment:	The project had in place a Stakeholder Response Mechanism (SRM) in place to address issues of environment and social safeguards. It was supposed to provide a framework where grievances could be formally acknowledged and addressed. However, there was not, a structure, for grievance expression, response, systems to offer response nor feedback delivery with the SRM. It remained unclear if communities were aware of the SRM and how it would work. The evaluation noted that this framework was not popularized and under-utilized.

Lesson Learned #12:	For climate change adaption projects to be effective and sustainable, it is crucial that countries demonstrate their commitment, not just in words, but by allocating appropriate funds in their national budgets towards climate action.
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Context/comment:	The LVBC and Partner States represented by their respective line ministries showed significant ownership of the ACC-LVB project through pro-active initiatives and in-kind contributions. Despite this, the actual prioritization and allocation of budgetary resources for climate change interventions remain inadequate in most partner countries. This gap highlights the needs for stronger financial commitment to ensure the long-term success of adaptation strategies in the basin.
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6.3 Recommendations

The tables below are a presentation of main recommendations linked to conclusions and lessons learned above.

Recommendation #1 (linked to lesson learned 2):	UNEP and regional executing entities like LVBC should identify and anticipate different countries' financial management requirements early in the project design—as they may differ from one country to another – to avert any delays in financial approvals occasioned by these requirements.
Challenge/problem to be addressed by the recommendation:	Partner states had diverse policies relating to public finance management with requirements that required Government approval and entry of financial information into their financial management systems, with varying stages of approvals. Risk of delay occasioned by the reality of diverse financial, procurement and other administrative requirements that vary from country to country.
Priority Level:	Important
Type of Recommendation	Project level and partners
Responsibility:	UNEP and Partner Organizations
Proposed implementation time-frame:	6 months

Recommendation #2 (linked to lesson learned 6):	UNEP should ensure that projects that are regional in nature, with country partners executing activities within their national boundaries, have clearly designated the persons responsible for monitoring activities and the allocated monitoring budget at project design.
Challenge/problem to be addressed by the recommendation:	The ACC-LVB project did not have the designated and paid staff to conduct the monitoring and reporting activities in each country, and this put a strain on the National Project Coordinator and affected the quality of the reporting. This would then support regular and timely visits to the project sites and ease attendant accountability against a known M&E budget line. This recommendation would help revitalize and resource the M&E function.
Priority Level:	Critical
Type of Recommendation	Project level
Responsibility:	UNEP
Proposed implementation time-frame:	Immediately

Recommendation #3 (linked to lesson learned 9):	UNEP and its partners, such as LVBC, should ensure that in future multi-country projects have a system in place to verify the reporting reports and ensure alignment regional-level synthesis. This will require UNEP and its partners to explore ways to strengthen regular communication and an open dialogue on providing ongoing support routine progress assessment of projects of this nature.
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Challenge/problem to be addressed by the recommendation:	The partner states' reported monitoring figures that (in some instances) did not tally with LVBC summative reports. To enable UNEP and LVBC to explore ways to strengthen analysis of what each partner state is contributing to the overall basin-wide transboundary impact by the various interventions – aware that what happens in one country has effects on the entire basin as a whole.
Priority Level:	Critical
Type of Recommendation	Project level and partners
Responsibility:	UNEP, and Partners (LVBC, Partner States)
Proposed implementation time-frame:	Immediately

Recommendation #4 (linked to lesson learned 4):	LVBC should sustain the momentum that has been generated by the project to facilitate use and development of innovative tools and data to support climate change adaption in the basin. These could include routine sharing of meteorological data to support country level early warning systems and facilitating inter-country lessons sharing through exchange of experiences.
Challenge/problem to be addressed by the recommendation:	This will help support the institutional sustainability of the project results. This will help partner countries use the data and the results that the project generated so that the benefits continue to accrue to stakeholders even after the projects' life.
Priority Level:	Opportunity for Improvement
Type of Recommendation	Partners
Responsibility:	Partner (LVBC and Member States of the Lake Victoria Basin)
Proposed implementation time-frame:	12 months

Recommendation #5 (linked to lesson learned 10):	UNEP should actively include and allocate funds for peer-to-peer knowledge sharing activities in the design and budget of multi-state projects. This would enable countries to learn from each other's experiences and insights during project implementation and thereby enhancing overall effectiveness and cooperation.
Challenge/problem to be addressed by the recommendation:	Missed opportunity from collaborative learning and sharing of good practices among countries sharing the same lake basin due to limited investment in peer-to-peer exchanges
Priority Level:	Opportunity for Improvement
Type of Recommendation	Project level
Responsibility:	UNEP
Proposed implementation time-frame:	12 months

The table below provides a summary of the ratings and findings along the OECD Evaluation Criteria. Overall, the project demonstrated a rating of **Satisfactory (S)**

Table 31: Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance	The project is evaluated to be aligned to global, regional, national and community level needs and accurately targeted key CCA interventions	HS
1. Alignment to UNEP MTS, POW and Strategic Priorities	Sub-consciously, (with no specific reference in the project document) the project was in sync with UNEP MTS and POW strategic priorities	HS
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	Sub-consciously, (with no specific reference in the project document) the project was in sync with UNEP Donor/GEF/Partner strategic priorities especially on building resilience for CCA	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	While, the project was highly relevant to national level priorities, little was document on how the interventions made were linked/shaped to feed into regional LVBC priorities and global dispensations such as the Sustainable Development Goals (SDGs) and Conference of Parties (COP) on climate change	HS
4. Complementarity with existing interventions/ Coherence	The project complemented various on-going country CCA interventions – that were being implemented by other development partners other than UNEP	MS
Quality of Project Design		S
Nature of External Context	In the project was implemented with funding from UNEP and had benefitted from other studies supported by USAID under PREPARED and other partners prior to its start	F
Effectiveness	All the 5 components were mostly completed albeit late due to delays occasioned by the COVID-19 pandemic and a host of other challenges relate approvals within EAC and country level requirements in systems and processes and for financial and procurement management.	S
1. Availability of outputs	Although not comprehensively and timely, most project outputs had been delivered at the time of the final evaluation in all the 5 countries	S
2. Achievement of project outcomes	The project fully attained four outcomes and partially attained one.	S
3. Likelihood of impact	It remained to be seen the extent to which the adaptation technologies would eventually impact the Lake basin as a whole. Nonetheless, the evaluation deduced that the focus on improving livelihoods through small grants has a high likelihood and potential of impacting community beneficiaries positively in a longer term.	ML
Financial Management		HS
1. Adherence to UNEP's financial policies and procedures	Working with LVBC and Member States, UNEP ensured that project adhered to its financial policies and procedures	S
2. Completeness of project financial information	UNEP ensured that project adhered to its requirements on LVBC for completeness in reporting of financial information	HS

Criterion	Summary assessment	Rating
3. Communication between finance and project management staff	UNEP ensured that there was sustained communication between itself and LVBC. However, this communication was at times not as fluid with Member States who mentioned delays and administrative bureaucracies	S
Efficiency	Overall, the project was evaluated as moderately satisfactory in terms of efficiency	S
Monitoring and Reporting	Overall M&E system for the project remained weak and under-resourced for most of the part of the project implementation – inasmuch as that improved in the last year of the project	MS
1. Monitoring design and budgeting	M&E planned activities started slowly and took up the pace towards the end the project – but were irregular due to resource constraints	S
2. Monitoring of project implementation	Monitoring of the project was overall insufficient with a limited track and follow-up mechanism for reporting – non standardized for all countries	MS
3. Project reporting	Reporting templates not strictly followed and not standardized across the countries. LVBC utilized the CTA to facilitated project reporting and eventually an M&E officer formally recruited later in the project.	MU
Sustainability	The capacity built under component 1 and 5 as well as interventions completed under components 2, 3 and 4 demonstrated likelihood that the results could be sustained after its end.	ML
1. Socio-political sustainability	By and large the Lake Victoria basin enjoyed relatively stable social political context that ensure success of implementation apart from boarder closure of Uganda and Rwanda and with Burundi -towards the end of the project.	L
2. Financial sustainability	Bureaucratic and administrative delays hampered expedited implementation but did not compromise attainment of project outcomes	ML
3. Institutional sustainability	LVBC – dwelling on its mandate, was astute in ensuring project governance through the Project Steering Committee and various management meetings that were convened.	L
Factors Affecting Performance		S
1. Preparation and readiness	The project design to shape a basin-wide approach towards CCA was adequate in preparing and ensuring readiness of project implementation – with both regional and national aspects under the 5 components	S
2. Quality of project management and supervision		HS
2.1 UNEP/Implementing Agency:	The project had National Project Teams and Steering Committee that linked with LVBC and UNEP on its management and supervision	HS
2.2 Partners/Executing Agency:	The project has National Coordinators that linked with LVBC and reported on its management and supervision through quarterly reporting	S
3. Stakeholders' participation and cooperation	From the regional level up to water catchments, the stakeholder involvement was strong in design but compromised by irregular monitoring	S
4. Responsiveness to human rights and gender equality	It was evident from the evaluation that a deliberate effort was put in place during implementation, to respond to human rights, and gender equality needs of beneficiaries.	S

Criterion	Summary assessment	Rating
5. Environmental and social safeguards	The project was by design able to ensure environmental and social safeguards, however, limited evidence of the format to adhere was seen	MS
6. Country ownership and driven-ness	Member states all exhibited high level of enthusiasm and ownership of project interventions	S
7. Communication and public awareness	Despite limited communication events, component 5 was well performed and more could be done on awareness and sensitization	MS
Overall Project Performance Rating		S

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Response to stakeholder comments received but not (fully) accepted by the evaluator, where appropriate

Page Ref./ Para. n	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
Page 44	In Burundi, a training workshop was held from December 16-17, 2021, at GITEGA where Executing Entity is based	This has been noted. However, the reference to where the entity is based has not been incorporated as this may be misleading.	
Table 14	Why is this only rated as 'S'? Surely 'HS'? 7/9 targets are overachieved with an overall 514% overachievement.	Note this is now Table 26. Noted and per EOU comment, ranking returned to the original score.	Per the EOU Evaluation Criteria Matrix, a project must fully achieve all its Outcomes to receive a "Highly Satisfactory" rating for achievement of Outcomes. While the project exceeded most of its Outcome indicator targets, Outcome 2 was only partially achieved (refer to the assessment below paragraph 141). Therefore, it is recommended to maintain the "Satisfactory" rating.

ANNEX II. EVALUATION FRAMEWORK/MATRIX

EVALUATION QUESTIONS		METHODS	SOURCES OF INFORMATION
A. Strategic relevance			
1	To what extent is the project in alignment with UNEP’s 2018-2021 and Programme of Work (POW)?	Document review, Interviews	Project documents, UNEP MTS – 2018-2021, and Programme of Work, SDGs UNEP staff, PSC members, representatives of donor agencies
2	To what extent are project’s objectives and implementation strategies consistent with global, regional and national environmental priorities?		
3	To what extent is the project in alignment with the targets of SDGs?		
4	To what extent has the project explored and built complementarity with other existing initiatives? (Assessment of coherence/Level of alignment with initiatives by national and local government agencies and donor funded projects)		
B. Quality of Project Design			
	As followed by the assessment of quality of design template	Desk study, interviews	Project document; Progress reports Project team
C. Nature of External Context			
5	How did the political, environmental, social, institutional context change, if at all, and how did it affect project implementation?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
6	What were, if any, the adaptive management measures planned and implemented in response?		
D. Effectiveness			
Availability of Outputs			
7	How successful was the project in delivering the planned outputs and in a timely manner? In case of delays or modifications to the outputs, what were the reasons?	Desk study, interviews, case studies, survey	Project documents, project team, interviews with key stakeholders, case studies, survey data
8	How participatory was the delivery of outputs?		
9	What were the factors influencing the delivery of outputs – both facilitating and hindering factors, such as quality of project management and supervision, preparation and readiness, etc.?		
10	How useful and relevant were the delivered outputs to intended beneficiaries?		
11	How satisfactory was the quality of generated knowledge products content-wise (incl. studies, training and other information materials, etc.) in terms of communicating clearly key findings / concepts, relevant issues, etc. and considering the knowledge and capabilities of target audiences?		
Achievement of Project Outcomes			
12	Did the project deliver on its intended outcomes?	Desk study, interviews, case studies, survey	Project documents, project team, interviews with key stakeholders, case studies, survey data
13	To what extent were the planning processes and developed documents responsive to the needs of women and other marginalized groups?		
14	How participatory were the planning processes at a national level?		
15	To what extent did the policy, legal and institutional framework improve overall?		
Likelihood of impact			

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
16 To what extent did the capacity building activities address the capacity building needs of participants / were tailored to their needs, involved the right type of participants for capacity building? 17 To what extent did the capacity building activities consider prior knowledge and existing capabilities of target audiences? 18 To what extent do the trained national and local government representatives remain in the system? <i>(the above three questions linked to institutional sustainability)</i> 19 To what extent did the relevant stakeholders, including women, participate in the project planning and implementation processes (for ensuring ownership/sustainability of results)? <i>(linked to financial sustainability)</i> 20 Did any unintended negative effects resulted from project interventions?	Desk study, interviews, case studies, survey	Project documents, project team, interviews with key stakeholders, case studies, survey data
E. Financial Management		
21 To what extent did the project systems adhere to UNEP's financial policies and procedures? 22 How complete was the financial information of the project? 23 How adequate was the amount of financing for achieving stated outcomes/project objective? 24 How sound was the budget planning and execution? (Did expenditures match the approved budget / work-plan? What were the reasons for under/overspent budget, if any?) 25 To what extent did the financial management issues affect the timely delivery of the project or the quality of its performance? 26 What levels of co-financing did the project obtain (Percent of planned)?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
F. Efficiency		
27 To what extent was the implementation of project activities compliant with the original plan, both with regards to time and financial budgets? If not, were there any impacts on planned outputs and outcomes? 28 To what extent was the project cost-effective? 29 To what extent did the project utilize/build on the existing data sources, structures, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of project results? 30 To what extent the partnerships/synergies were established with similar initiatives?	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
G. Monitoring and Reporting		
Monitoring design and budgeting		
31 How adequate was the project's M&E plan in terms of completeness of indicators, indicator definitions (SMART), frequency of data collection, and resource allocation (both human and financial). 32 To what extent were the project's indicators and methods for data collection relevant and appropriate for tracking progress?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
Monitoring of project implementation		
33 To what extent was the monitoring system operational - indicators measured timely, with indicated frequency and methods of data collection - throughout the project's implementation?	Desk study, interviews	Project documents, project team, interviews with key stakeholders

EVALUATION QUESTIONS		METHODS	SOURCES OF INFORMATION
34	To what extent is the gathered baseline data relevant, accurate and appropriately documented?		
35	To what extent was the monitoring the representation and participation of disaggregated groups (incl. women, marginalized, vulnerable groups) in project activities conducted?		
36	What was the quality of the information generated by the monitoring system and how it was used to adapt and improve project execution, achievement and ensuring sustainability?		
37	What was the performance at the project’s completion against Core Indicator Targets?		
38	To what did the project implement MTR recommendations?		
Project reporting			
39	To what extent were the reporting requirements fulfilled - vis a vis the taken obligations (PIR, progress reports, financial reports, etc.) and with respect to the effects of the project on disaggregated groups?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
H. Sustainability			
Socio-political sustainability			
40	To what extent do social and political factors support the continuation and further development of project outcomes?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
41	To what extent the individual and/or institutional built capacities, if any, are sustained or have a potential to be sustained, considering the socio-political stability, and other factors.		
42	Did the trained national and local government representatives remain in the system?		
43	What is the level of readiness of national government stakeholders to continue work on the project’s-initiated policy and legal changes, and on strengthening the institutional arrangements.		
Financial sustainability			
44	To what extent are the project outcomes financially sustainable at pilot sites’, communities, and national levels?	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
Institutional Sustainability			
45	To what extent the sustainability of project outcomes (esp. policies and laws) dependent on issues related to institutional frameworks and governance?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
46	To what extent are the institutional capacity development efforts likely to be sustained?		
I. Factors affecting project performance and cross cutting issues			
Preparation and readiness			
47	What changes were made to the project design after the project approval?	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
48	To what extent the documents promised in the design were developed: e.g., communication and stakeholder engagement plan?		

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
49 What was the extent and quality of engagement of the project team with all the relevant stakeholder groups (how well those groups were identified)?		
Quality of project management and supervision		
50 How effective was the project management in terms of: - Planning and implementing activities? - Ensuring the participation of all the relevant stakeholders in project activities? - Ensuring coordination, knowledge sharing among the involved parties / similar initiatives - Level of communication between staff and management	Desk study, interviews	Project documents, project team, interviews with key stakeholders
Stakeholder participation and cooperation		
51 To what extent the stakeholder engagement plan was implemented? 52 To what extent did the project involve all the relevant stakeholders in its implementation? 53 How effective were the mechanisms for stakeholder participation and cooperation – e.g., PSC, knowledge portal, etc. 54 To what extent was the engagement of different - gendered, marginalized groups, was ensured? 55 What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
Responsiveness to human rights and gender equity		
56 To what extent has the project applied the UN Common Understanding in the human-rights based approach (HRBA) and the UN Declaration on the Rights of Indigenous People 57 To what extent does the intervention adhere to UNEP's Policy and Strategy for Gender Equality and the Environment? 58 To what extent has project implementation and monitoring taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation? 59 What were the completed gender-responsive measures and, if applicable, actual gender result areas? 60 Who was involved in the design/ implementation of the project? How were they selected? (probe to see if gender/ marginalized group analysis was conducted) What role did women play in project delivery or its activities? 61 What relationship do women have with the (environmental) problem the project is seeking to address? (probes to see how women contribute to the environmental problem at hand) Are women from different social groups, and marginalized groups affected differently by the problem? 62 What were the intended/ unintended impacts on the women/ marginalized groups (e.g. on their livelihoods or social activities) who were involved in the project either as beneficiaries or in other capacities? (Probes: Will women see	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies

EVALUATION QUESTIONS		METHODS	SOURCES OF INFORMATION
63	any effects from resolution of said problem? Will women experience any impacts from the non-resolution of the problem?) What measures to protect / monitor project impact on women/marginalized groups were applied and how effective were they? What are the possible risks following the completion of the project?		
Environmental and social safeguards			
64	To what extent did the project address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage?	Desk study, interviews	Project documents, project team, interviews with key stakeholders
65	To what extent did the project assess and manage risks (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project activities? How the identified risks were addressed?		
66	To what extent UNEP requirements were met to: review risk ratings on a regular basis; monitor project implementation for possible safeguard issues; respond (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and report on the implementation of safeguard management measures taken?		
Country ownership and driven-ness			
67	To what extent was the momentum built among the project’s stakeholders for them to take the results from outcomes to intermediate states and impacts.	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
68	How committed are the stakeholders (incl. gov. representatives across different ministries) to implement the developed plans and adopt the suggested changes support climate action in the LVB		
Communication and public awareness			
69	What was the effectiveness of communication of learning and experience sharing between project partners and interested groups arising from the project during its life?	Desk study, interviews, case studies	Project documents, project team, interviews with key stakeholders, case studies
70	What were the challenges and effectiveness of the knowledge management approach (knowledge gaps identification, knowledge generation, transfer, application), including: knowledge and learning deliverables (e.g., website/platform development); knowledge products/events; communication strategy; lessons learned and good practice; adaptive management actions?		
71	What is the sustainability of the communication channels established under the project?		
72	What was the effectiveness of public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among stakeholders?		
73	How effectively were the existing communication channels and networks used, including meeting the differentiated needs of gendered or marginalized groups?		
74	How was the feedback gathered from the involved stakeholders? What was the effectiveness of feedback channels? of grievance redress mechanisms, if available?		

ANNEX III. PEOPLE CONSULTED DURING THE EVALUATION

Name	Title/Position/Role	Gender
Financing Entity (UNEP)		
Karen Villafana	Evaluation Office - UNEP, Climate Change Adaptation Unit (CCAUI)	Female
Essey Daniel	Programme Officer/Task Manager UNEP, Climate Change Adaptation Unit (CCAUI)	Male
Bwiza Wameyo-Odemba	FMO UNEP	Female
Executing Agency (LVBC)		
Dr. Masinde K.Bwire	Executive Secretary (LVBC)	Male
Eng. Coletha Ruhanya	Deputy Executive Secretary (LVBC)	Female
Amos Ndoto	Project Manager(LVBC)	Male
Peter Kamau	Chief Technical Advisor (CTA) (LVBC)	Male
National Project Coordinators		
NKURIKIYE Anicet	National Project Coordinator Burundi - Ministry of Environment, Agriculture and Livestock	Male
Mayiani Saino	National Project Coordinator Kenya - Ministry of Environment, Climate Change and Forestry	Female
Seth MUHAWENIMANA	National Project Coordinator Rwanda - Ministry of Environment	Male
Onespholy Kamukuru	National Project Coordinator Tanzania - Office of the Vice President	Male
Pamela Agaba	National Project Coordinator Uganda - Ministry of Water and Environment	Female
Burundi Local Stakeholders		
Eric Nduwayezu	Chef de Cabinet, Busoni Commune (Kirundo Province)	Male
OswaldNTAKIRUTIMANA	Development Advisor Giteranyi Commune (Muyinga Province)	Male
Tanzania Local Stakeholders		
Ngussa M. Buyamba	District Environmental Officer Magu District Focal Point	Male
Fidelica Myovela	District Executive Director of Magu District	Female
Uganda Local Stakeholders		
DAMULIRA GGAVIIRA	Masaka District Environment Officer Masaka District Focal Point	Male
LOTET RONALD	Mubende District Environment Officer Mubende District Focal Point	Male

ANNEX IV. LIST OF PARTICIPANTS IN FOCUS GROUP MEETINGS

Burundi			Kenya		
Name		Sex	Name		Sex
1.	Hauugimana Jean David	M	Paul John Akire		M
2.	Uwizeyimana Jean	M	Elijah Ochom		M
3.	Habimana Jean De Dien	M	Francisca Asaa		M
4.	Uwizeyimana Alice	F	Alex Langat		M
5.	Kabatesi Goreth	F	Laurance Ibaba		M
6.	Uwrekatete Denise	F	Faustine Ipule		M
7.	Bamenyimana	F	Daudi Okasiba		M
8.	Gapefiramari Jean	M	David Osere		M
9.	Nyendakumana Celistine	M	Robert Abwala		M
10.	Mwitabazi Silas	M	Nancy Amusugutu		F
11.	Mamrakiza Theresa	F	Charles Inyami		M
12.	Barandemera Adija	F	Phanice Omati		F
13.	Niyokinza Sareza	M	Reuben Otiengino		M
14.	Rugengamanzi Diludanne	M	Rosylene Nafula		F
15.	Hishakiye Melchiade	M	Selestine Nawire		M
16.	Hatungimana Melainne	F	Roselyne Ashepet		F
17.	Shimirmaana Diolies	M	Wilmina Osirom		F
18.	Rwasa Dancile	M	Lucy Amaase		F
19.	Niburo Xaviers	M	Hillary Adungesi		M
			Okoth Mary		F
Rwanda			James Ipule		M
Name		Sex	Brenda Odia		F
	Niyonshuti Pierre	M	Emmanuel Akama		M
	Hakuzimana Celestine	M	Robert Etyang		M
	Bimenyimana Abdon	M	Caroline Okomol		F
	Neiyibimenya Racheal	F	Winny Okumu		F
	Urayenzeza Luise	F	Demitila Namenya		F
	Yamdeneye Yota	M	Christine Barasa		F
			Roselyne Akumu		F
Tanzania			Christine Ekeya		F
Name		Sex	Silas Olukere		M
	Silvia R Msele	F	Mary Adhiambo		F
	Kulwa Lurinja	M	Josophine Okomol		F
	Thereza Nkal	F	Ajore Sylvia		F
	Kabula Shilling	F	Okaemo Joseph		M
	Gerald Paul	M	Joram Okwii		M
	Leya Silvesta	F	Asukuku Alungat		F
	George Juma	M	Robert Omanyala		M
	Kabula Shilling	M	Lawrence Elegot		M
	James Mashauri	M	Vincent Okaemo		M
	Mbuke Meshaki	M	Florence Nawire		F
			Elizabeth Atieno		F
Uganda					
Name		Sex			
	Najjuuko	F			
	Kasumba Ben	M			
	Lugemwa	M			
	Namayega	F			

Mulindwa Joseph	M	
Nakyeyune Winnie	F	
Kananula John	M	
Twebaze Caleb	M	
Namutebi Scovia	F	
Kansiime Enock	M	
Ainebyoona Edgar	M	
Nuwamanya Moses	M	
Abel Misango	M	
Bampire Lauben	M	
Namara William	M	
Twahirwa Steven	M	
Meble Kapesha	M	
Ahibisibye Fred	M	
Atuhairu Judith	F	
Nitanyo Jovince	F	
Kompiere Alice	F	
Pole Owen	M	
Kyasimire Naume	F	

ANNEX V. KEY DOCUMENTS CONSULTED

Project design documents

- Project Document/Proposal
- Project Environmental and Social Plan (ESP)

Financial documents

- Quarterly expenditure reports, LVBC (2021-2023)
- Annual External Audit reports (2019 and 2020)
- No cost requests for extensions

Reporting

- PPR 2019, 2020, 2021
- Report of workshops
- Report of building capacity (Burundi, Kenya, Rwanda, Uganda)
- M&E result framework
- Progress reports (for the 5 countries)
- Mid-term Review Report

Contractual Documents

- Project Cooperation Agreement between UNEP and EAC
- TORs of consultants/subcontractors
- MoUs between LVBC and Partner States
- MoU between LVBC and ICPAC

Meeting minutes (and attendance lists)

- Minutes of meetings of RPSC (April 2018, March 2019, February 2020)
- CCTWG (February 2021, March 2021, May 2021)
- Sectoral council meeting minutes
- LVBC-UNEP meetings (inception workshop minutes, meeting in April 2020)
- LVBC and Partner States meetings (capacity building meetings, October 2019, March 2020)

Work plans and procurement

- Annual work plans
- Procurement Plans (catchment consultants)
- Small-grant projects proposals under component 3 and 4 from the 5 countries

Project Outputs

- ICPAC Reports (Report of future climate change projections, report of projected future climate extremes, report of the observed climate characteristics)
- Baseline Report (February 2022)
- Communication materials (Rwanda and Tanzania newsletter, Media story)
- Field visit and mission reports (baseline mission in Kenya, joint mission in Entebbe 2019, field mission to Rwanda in April 2021, field mission to Uganda in March 2021, mission in Kenya in February 2021)
- Approved regional project intervention sites selection criteria

ANNEX VI. EVALUATION ITINERARY

Milestone	Dates
Evaluation Initiation Meeting	September 2023
Inception Report	October 2023
Field Missions in the five (5) countries	December 2023 – March 2024
Uganda	28 th November – 11 th December 2023
Tanzania	21 st – 29 th January 2024
Burundi	18 th – 21 st February 2024
Rwanda	23 rd - 26 th February 2024
Kenya	3 rd – 9 th March 2024
PowerPoint/presentation on preliminary findings and recommendations	April 3 rd 2024
Draft report to Evaluation Manager (and Peer Reviewer)	Late May 2024
Draft Report shared with UNEP Project Manager and team	December 2024
Draft Report shared with wider group of stakeholders	January 2025
Final Report	February 2025
Final Report shared with all respondents	February 2025

ANNEX VIII. COMMUNICATION AND OUTREACH TOOLS

The evaluation utilized the following communication and outreach tools to generate, analyse and disseminate results as follows:

i. **On-line Meetings**

Being a regional assignment covering five (5) countries, it was not possible to physically meet with all stakeholders. As a consequence, online methods were used to reach out to key representatives of institutions that were pertinent to the project. On-line meetings were organized to which selected participants (notably the National Coordinators in the five countries as well as staff of LVBC and UNEP Evaluation Office in Nairobi). Three on-line meetings were held: In October and November 2023, as the consultant prepared for field missions to the countries. The third online meeting was on 3rd April, 2024 where preliminary findings from the field missions were presented.

ii. **PowerPoint Presentations**

As part of the online meetings mentioned above, information was shared by way of PowerPoint. These Presentations are already submitted to the UNEP Evaluation Office.

iii. **Videos, and Field Photos**

The field mission took record of project site photos and videos with beneficiaries and staff in all the five (5) countries. These videos and field photos have been shared with both LVBC and UNEP Evaluation office. The LVBC and UNEP shall agree on how best to use these photos and videos to enhance the visibility of the project – preferably by hosting summarized versions of the same on both the LVBC and the UNEP Website. The Evaluator confirms that all Videos and Field Photos were taken with Consent and Authorization by all involved as part of the Ethical Considerations and signature of meeting forms.

iv. **Case Studies**

In the sub-section on Impact – the report has included two case studies that demonstrate the stories of change in lives of project beneficiaries that participated in its implementation.

ANNEX IX. EVALUATION TORS (SUMMARY)

TERMS OF REFERENCE Terminal Evaluation of the UNEP/Adaptation Fund project "Adapting to Climate Change in Lake Victoria Basin"

Project Rationale

Climate change is inadequately integrated into regional transboundary water management within the Lake Victoria Basin (LVB) – a water catchment in Burundi, Kenya, Rwanda, Tanzania, and Uganda. While changes in climate have varied at national levels across the LVB, the negative effects associated with climate change have been consistent at a regional level. Climate change in the LVB has resulted in increased mean annual temperatures and increased variability in rainfall patterns. As a result, in dry seasons, there are droughts and low flows in the rivers, while in rainy seasons there are devastating floods. This is increasing the vulnerability of LVB communities.

The project aimed to address: i) the limited capacity of authorities and institutions to integrate climate change adaptation plans, strategies and policies into transboundary water catchment management; ii) the lack of accurate and timely climate information at and between local, national and regional policy and decision-makers; iii) the vulnerability of local communities whose livelihoods are not climate-resilient; iv) the limited technical capacity of communities to implement climate-resilient activities; and (v) the limited sharing of knowledge within the LVB on climate change adaptation and transboundary water catchment management.

Project Results Framework

The overall objective of this project was to "reduce vulnerability to the negative effects of climate change in the five Lake Victoria Basin countries, namely Burundi, Kenya, Rwanda, Tanzania and Uganda, by building climate resilience" (Project Document, Feb 2017, p.18). To achieve this objective, there were five proposed components. These are listed below.

Component 1: Improving regional management of a transboundary water catchment

Component 2: Climate information dissemination

Component 3: Regional approach to climate change adaptation in vulnerable communities

Component 4: Community-based approaches to climate change adaptation

Component 5: Knowledge management and learning

Each component was associated with an outcome and different outputs as presented in the Results Framework at design below (Project Document, Feb 2017, Table 2). The Task Manager confirmed that no changes were made to the Results Framework during the project implementation.

There was no Theory of Change in the Project Document at project approval.

Executing Arrangements

UNEP was the Implementing Agency¹⁶ and provided oversight and guidance as well as overall responsibility for monitoring and supervision of the project's implementation. UNEP was responsible for receipt, management, disbursement of AF funds and reporting on budget performance. In addition, UNEP was responsible for quality assurance and accountability for outputs and deliverables at the project at every stage of the project, and general administration and support costs.

The Lake Victoria Basin Commission (LVBC) was the Executing Entity, and was responsible for coordinating and managing the overall execution of project outcomes and activities including: monitoring project outcomes and activities; regional knowledge management, communications

¹⁶ UNEP is the Adaptation Fund-accredited agency.

and awareness raising; disbursing funds to Partner States for the implementation of on-the-ground activities; providing technical oversight; centralized procurement of goods and services; and ensuring overall quality and timely delivery of outputs.

Project Cost and Financing

The Adaptation Fund (AF) was the sole source of financing for his project. The project received a USD 5 million grant from AF. The project was approved in 2017, began implementation in 2018, and was meant to close two years later, in March 2020. However, there were a few issues that affected project implementation and administration.

Mid-Term Review

The Mid-Term Review (MTR) was done in June 2022 and raised recommendations to this project.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

Objective of the Evaluation

In line with the UNEP Evaluation Policy¹⁷ and the UNEP Programme Manual¹⁸, the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the LVBC, the relevant environmental ministries within the five project countries, and regional organizations. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

Key Evaluation Principles

Evaluation findings and judgements will be based on sound evidence and analysis, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the strategic questions listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

- i. What were the main challenges of implementing a regional coordination project and funding the implementation of different activities in five countries? How were these addressed or overcome?
- ii. To what extent should the project have made more of the regional approach? How could it have done so more effectively?
- iii. How has this project integrated lessons from other transboundary initiatives and what lessons can be drawn for other similar initiatives"

¹⁷ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

¹⁸ <https://wecollaborate.unep.org>

- iv. What lessons could be learned from working with local organizations and communities on implementing climate change adaptation technologies and practices? Which types of technologies and practices were most successfully adopted by the communities?
- v. What barriers to building climate resilience in the LVB are remaining after implementation of the project? What recommendations could be made to remove them?
- vi. What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?
- vii. In what ways were the recommendations from the Mid Term Review actioned upon, and to what extent did this improve project achievement and delivery?
- viii. In what ways, and to what extent, were the needs and interests of differentiated groups (including women and marginalized communities) considered in the implementation and monitoring of the project?

Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

The Terminal Evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the Evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Evaluation will be based on a desk review; Interviews; Surveys; Field visits and other data collection tools

Evaluation Deliverables and Review Procedures

The Evaluator was to prepare:

- i. Inception Report
- ii. Preliminary Findings
- iii. Draft and Final Evaluation Report
- iv. An Evaluation Brief
- v. Review of the Draft Evaluation Report.

Schedule of the Evaluation

The table below presents the tentative schedule that had been prepared for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	August 2023
Inception Report	September 2023
Evaluation Mission	September-November 2023
E-based interviews, surveys etc.	September-November 2023
PowerPoint/presentation on preliminary findings and recommendations	November 2023
Draft report to Evaluation Manager (and Peer Reviewer)	December 2023
Draft Report shared with UNEP Project Manager and team	June 2024
Draft Report shared with wider group of stakeholders	August 2024
Final Report	September 2024
Final Report shared with all respondents	October 2024

ANNEX X. BRIEF CV OF THE EVALUATOR

Name	Drake Rukundo Festo
Profession	Evaluation and Project Design Consultant
Nationality	Ugandan
Country experience	Uganda, South Suda, Somalia, Kenya, Rwanda, Burundi, Tanzania, Malawi, South Africa, Lesotho, Ethiopia and Senegal
Education	- Master of Arts (Economics) Makerere University Uganda - Bachelor of Arts (Social Science) Makerere University Uganda - Certified Regulatory Impact Assessment Trainer - Certified Poverty Impact Appraiser - GIZ - Certified M&E Professional -GIZ - Certified Safeguarding and Risk Management Expert- IRMG

ANNEX XI. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title:

Terminal Evaluation: Adapting to Climate Change in the Lake Victoria Basin

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Quality of the Executive Summary Purpose: acts as a standalone and accurate <u>summary</u> of the main evaluation product, especially for senior management. To include: • concise overview of the evaluation object • clear summary of the evaluation objectives and scope • overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the evaluation ratings table can be found within the report • summary response to key strategic evaluation questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report (coverage/omissions): The Executive Summary is missing summary responses to the key strategic questions, and reference to the location of the full evaluation ratings table. Final report (strengths/weaknesses): The Executive Summary clearly and succinctly communicates the project's key strengths and weaknesses across the various criteria. It also provides a clear summary of the evaluation conclusions, lesson learned and recommendations.	5
Quality of the 'Introduction' Section Purpose: introduces/situates the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the evaluation itself. To include: • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the evaluation (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the evaluation and the key intended audience for the findings.	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section introduces the evaluand adequately.	6
Quality of the 'Evaluation Methods' Section Purpose: provides reader with clear and comprehensive description of evaluation methods, demonstrates the <u>credibility</u> of the findings and performance ratings. To include: • description of evaluation data collection methods and information sources	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section describes clearly and effectively how the evaluation was conducted (e.g., data collection, interviews, field observations). It also	6

	UNEP Evaluation Office Comments	Final Report Rating
- justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face) - number and type of respondents (<i>see table template</i>) - selection criteria used to identify respondents, case studies or sites/countries visited - strategies used to increase stakeholder engagement and consultation - methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) - details of how data were verified (e.g. triangulation, review by stakeholders etc.) - methods used to analyse data (scoring, coding, thematic analysis etc) - evaluation limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) - ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. <i>'Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.'</i>	explains the reasonings behind certain methodological decisions, such as site visit selection criteria and triangulation methods.	
Quality of the 'Project' Section <u>Purpose:</u> describes and <u>verifies</u> key dimensions of the evaluand relevant to assessing its performance. To include: <i>Context:</i> overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) <i>Results framework:</i> summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) <i>Stakeholders:</i> description of groups of targeted stakeholders organised according to relevant common characteristics <i>Project implementation structure and partners:</i> description of the implementation structure with diagram and a list of key project partners <i>Changes in design during implementation:</i> any key events that affected the project's scope or parameters should be described in brief in chronological order <i>Project financing:</i> completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section provides a clear and comprehensive description of the project.	6
Quality of the Theory of Change <u>Purpose:</u> to set out the TOC at Evaluation in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance.	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The reconstructed TOC is well-reasoned and described in narrative and diagrammatic form.	5

	UNEP Evaluation Office Comments	Final Report Rating
To include: - description of how the <i>TOC at Evaluation</i>¹⁹ was designed (who was involved etc) - confirmation/reconstruction of results in accordance with UNEP definitions - articulation of causal pathways - identification of drivers and assumptions - identification of key actors in the change process - summary of the reconstruction/results re-formulation in tabular form. <i>The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Evaluation report.		
Quality of Key Findings within the Report <u>Presentation of evidence:</u> nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source. <u>Consistency within the report:</u> all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix. <u>Findings Statements (where applicable):</u> The frame of reference for a finding should be an individual evaluation criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.	Final report (strengths/weaknesses): The report is consistent in its findings and ratings. It specifies the nature of the evidence used. However, most of the evidence is not triangulated, and comes primarily from project documents.	3
Quality of 'Strategic Relevance' Section <u>Purpose:</u> to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis: - Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities - Alignment to Donor/GEF/Partners Strategic Priorities - Relevance to Regional, Sub-regional and National Environmental Priorities	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section provides comprehensive evidence of the project's alignment with all the relevant policies and strategies.	5

¹⁹ During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

	UNEP Evaluation Office Comments	Final Report Rating
Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation²⁰), with other interventions addressing the needs of the same target groups.		
Quality of the 'Quality of Project Design' Section <u>Purpose:</u> to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): It provides an overview of the project design assessment, as well as details about some of the key strengths and weaknesses.	5
Quality of the 'Nature of the External Context' Section <u>Purpose:</u> to describe and recognise, when appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval ²¹), and how they affected performance. While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses):	4
Quality of 'Effectiveness' Section (i) Availability of Outputs: <u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries. To include: - a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget - assessment of the nature and scale of outputs versus the project indicators and targets - assessment of the timeliness, quality and utility of outputs to intended beneficiaries - identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section thoroughly presents the availability of Outputs. It effectively uses tables to organize and list the voluminous amounts of Outputs provided across the five partner countries. However, the primary source of evidence cited is project documentation. The assessment is missing testimonial evidence from stakeholder interviews to triangulate the project documents, and to provide details on the nature and quality of the outputs delivered. For example, in Outcome 2.1.1 (paragraphs 79 and 81), it mentions that according to project documentation, climate information was provided to communities, but that evidence is lacking to verify that communities received and used this information. Community stakeholders could have confirmed this, as well as provided information on the quality,	4

²⁰ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

²¹ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

	UNEP Evaluation Office Comments	Final Report Rating
	utility, and timeliness of the information provided.	
ii) Achievement of Project Outcomes: <u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level. To include: - a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries - assessment of the nature, depth and scale of outcomes versus the project indicators and targets - discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself - any constraints to attributing effects to the projects' work - identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section presents a good assessment of the achievement of Outcomes. It includes some photos to showcase some of the community projects and technologies implemented and adopted. However, like the discussion of Outputs, it heavily relies on project documentation, such as the project completion report, or progress report. It a few areas, it includes information derived from stakeholder interviews. But generally, it is missing this primary source of information that would have been critical to understand the extent to which the Outcomes were adopted by the beneficiaries. For example, it would have been useful to have testimonial evidence from the climate resilience trainees (Outcome 1), the policymakers who received climate information (Outcome 2), and the communities were received climate change adaptation technologies (Outcome 3). This primary data would have provided a fuller, more convincing assessment of the uptake of outputs.	3
(iii) Likelihood of Impact: <u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: - an explanation of how causal pathways emerged and change processes can be shown - an explanation of the roles played by key actors and change agents - explicit discussion of how drivers and assumptions played out - identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section describes how the causal pathways emerged well. This included an effective table analysing the assumptions and drivers. However, it could have included more elaboration on the Intermediates States.	5
Quality of 'Financial Management' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following: <i>adherence</i> to UNEP's financial policies and procedures <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section adequately addressed the three dimensions of financial management.	5

	UNEP Evaluation Office Comments	Final Report Rating
communication between financial and project management staff		
Quality of 'Efficiency' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: - time-saving measures put in place to maximise results within the secured budget and agreed project timeframe - discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. - implications of any delays and no cost extensions - the extent to which the management of the project minimised UNEP's environmental footprint.	Final report (coverage/omissions): Final report (strengths/weaknesses): The section adequately discusses the implications of the no-cost extensions and some of the synergies and complementarities with other programs that helped with efficiency. It did not address any time-saving measures.	5
Quality of 'Monitoring and Reporting' Section <u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: - quality of the monitoring design and budgeting (including SMART results with measurable indicators, resources for MTE/R etc.) - quality of monitoring of project implementation (including use of monitoring data for adaptive management) - quality of project reporting (e.g. PIMS and donor reports)	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section adequately addresses the quality of the monitoring and reporting during implementation, including challenges. However, in the discussing the monitoring plan, it does not include an assessment of the results statements (whether they are SMART) or the indicators.	5
Quality of 'Sustainability' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level). Consider how well the report addresses the following: - socio-political sustainability - financial sustainability - institutional sustainability	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The section includes a well-reasoned analysis of the three dimensions of sustainability.	6
Quality of Factors Affecting Performance Section <u>Purpose:</u> These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors. Consider how well the evaluation report, either in this section or in cross-referenced sections, covers the following cross-cutting themes: preparation and readiness	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The report adequately discusses each of the factors and includes case studies to further elucidate the project's responsiveness to gender and human rights.	5

	UNEP Evaluation Office Comments	Final Report Rating
- quality of project management and supervision²² - stakeholder participation and co-operation - responsiveness to human rights and gender equality - environmental and social safeguards - country ownership and driven-ness - communication and public awareness		
Quality of the Conclusions Section (i) Conclusions Narrative: <u>Purpose:</u> to present summative statements reflecting on prominent aspects of the <u>performance of the evaluand as a whole</u>, they should be derived from the synthesized analysis of evidence gathered during the evaluation process. To include: - compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project - clear and succinct response to the key strategic questions - human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)	Final report (coverage/omissions): The section is missing specific mention of human rights and gender, and responses to the strategic questions. Final report (strengths/weaknesses): The conclusions section provides a list of some of the evaluation's primary observations, including some strengths and weaknesses. But they are structured as stand-alone, disconnected observations. It is lacking an integrated narrative that brings all the key observations together to tell a cohesive story of project performance.	2
ii) Utility of the Lessons: <u>Purpose:</u> to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following: - are rooted in real project experiences (i.e. derived from explicit evaluation findings or from problems encountered and mistakes made that should be avoided in the future) - briefly describe the context from which they are derived and those contexts in which they may be useful - do not duplicate recommendations	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The lessons learned are rooted in real project experiences and provide the context from which they are derived.	6
(iii) Utility and Actionability of the Recommendations: <u>Purpose:</u> to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the lessons achieve the following: are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when	Final report (coverage/omissions): The section includes all required elements. Final report (strengths/weaknesses): The recommendations are relatively feasible given timeframes and measurable. There are, however, no recommendations related to gender or human rights.	5

²² In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

	UNEP Evaluation Office Comments	Final Report Rating
- include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions - represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. NOTES: (i) In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. (ii) Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.		
Quality of Report Structure and Presentation (i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?	Final report (coverage/omissions): The report includes all required elements. Final report (strengths/weaknesses): The report is complete, it includes all requested Annexes and follows the EOU structure.	5
(ii) Writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Final report (strengths/weaknesses): The report is well written and adequate in tone. It also includes multiple visual aid, especially photos from the field visits.	5
OVERALL REPORT QUALITY RATING		4.8

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.